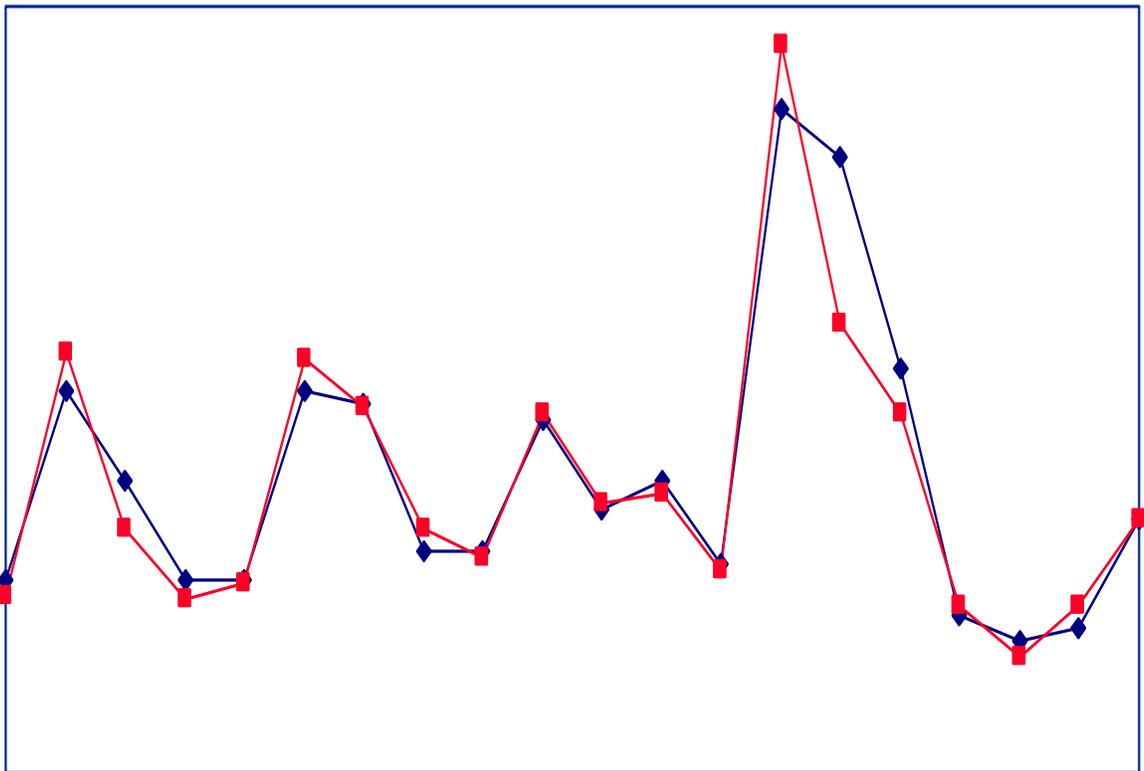


Civilian Human Resources

FY03 ANNUAL EVALUATION



Office of the Assistant G-1 for Civilian Personnel Policy

From the Assistant G-1 (Civilian Personnel Policy) to our Stakeholders:

FY03 was a year of achievement for us. We centralized our corporate databases, deployed 11i, fielded improved staffing tools, and implemented the Activity Based Costing System. We participated in the reform of the civilian personnel system – and the changes that will come about will alter the way we do business for a long time. The bottom up review of our business processes allowed us to reduce our tasks by 32%. We reduced headquarters staff by 108 spaces, and moved operational functions and consolidated command and control of our Operations and Advisory Centers to the Civilian Human Resource Agency (formerly the Civilian Personnel Operations Center Management Agency). The Office of Personnel Management is using our workforce analysis and forecasting approach as part of the E-Gov Initiative.

Our contribution to Army's overall mission is demonstrated by how well and how fast we shape, structure and distribute the civilian workforce. Last year Civilian Human Resource (CHR) professionals processed over 941,800 personnel actions and filled over 72,200 civilian positions. Our average time to fill a job is down from 77 days at the end of FY98 to 50 days at the end of FY03. The Southwest region filled jobs within the continental United States fastest with an average fill time of 43 days. The Northeast region filled the most jobs – over 11,600. We accomplished this with 48% fewer CHR professionals than we had in FY90. Clearly we are better supporting the Army than ever before.

Finally, we are doing our part to win the global war on terror. With nearly 50% of Army forces engaged in combat, we have CHR employees deployed in Iraq and Kuwait and are assisting the Coalition Provisional Authority in filling jobs in Iraq. Winning the global war on terror is our top priority and it is non-negotiable. CHR professionals remain on high alert - relevant and ready to do whatever it takes to meet the challenges that come our way to win this war. We will succeed because we have what it takes to get the job done.



David L. Snyder

The Premier Provider of Civilian Human Resource Services Supporting the Soldier, the Army and the Nation

Civilian Human Resources (CHR) FY03 Annual Evaluation

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Executive Summary

The FY03 *Annual Evaluation* assesses the effectiveness of Army's civilian personnel system -- from the morale, quality and representation of the work force to the effectiveness of personnelists and managers. Where possible, performance was measured against objectives. For some indicators, where objectives were not available, we compared Army performance against DOD and Government-wide data. Whenever possible, we used historical data for perspective. Key findings are reported below.

Cost/Efficiency

- Servicing ratios were mixed. While the number of operating-level personnelists stayed about the same, the number of administrative support increased by 29% and the number of staff-level personnelists decreased by 6%. The increase in administrative support comes exclusively from operating foreign nationals. (pages 1-4)
- Overall civilian strength (military function) declined and was 670 employees below target. (page 5)
- As measured by the Civilian Productivity Reporting System (CivPro), productivity per personnelist dropped back to FY01 levels due to system shutdowns in May and July for Mod-to-Mod and 11i implementation. (pages 6-7)

CPA Effectiveness

- Customer satisfaction: improvement continues. Supervisor customer satisfaction is up approximately 26% over the last two survey cycles. Employee customer satisfaction is up almost as much (21%). (page 8)
- Timeliness of benefits processing: average processing time met the objective in each of the four quarters in FY03. Army exceeded the OPM standard by a wide margin. (page 9)
- Timeliness of filling jobs: average fill-time dropped by 8 days from 58 to 50. Four years ago, average fill-time was 73 days. (page 10)
- Regulatory and procedural compliance: Army met both the management-employee relations and staffing objectives. (page 11-12)*
- Data quality: Army met the all three OPM, HQ ACPERS, and DCPDS data quality objectives. (pages 13-15)

Management Effectiveness

- Grade and assignment accuracy: grade accuracy improved and is above the 90% objective for the fourth year in a row. Assignment accuracy, however, is lower than the 90% objective for the fourth year in a row. (pages 16-17)*
- Regulatory and procedural compliance of TAPES: management continues to badly lag in this area, missing the objective for the fourth year in a row. (page 18)*

- Labor-management relations: Army continues to do well in avoiding Unfair Labor Practice complaints. As for arbitration decisions, 56% favored management, 27% were either split/mitigated, and 17% favored the union. (pages 19-20)
- Classification appeals: the number of appeals continues their long-term declining trend. Although Army did not meet the objective, it would have met the 90% objective had two more appeals been sustained. (page 21)
- Controlling Federal Employees Compensation Act claims and costs: FY03 DOL chargeback costs increased by just over 6 million over FY02. Lost time has increased for the second year in a row. The number and rate of long-term injury claims increased in FY03. (pages 22-23)
- Estimating ACTEDS intern needs and executing allocated resources: Army executed 100% of its allocated ACTEDS intern dollars and 94% of its distributed workyears. (page 24)
- Identifying emergency essential employees: For the first time in three years Army did not meet the 90% objective. (page 25)

Work Force Morale

- Morale: In FY01 morale improved across all dimensions, and in some areas dramatically. The most recent FY03 survey shows morale continuing to hold at FY01 levels. Improvements over baseline objectives were met for all morale items. Supervisor morale is higher than employee morale. Employees and supervisors are relatively satisfied with their jobs, careers, co-workers, training and development opportunities and supervisors. Career satisfaction is lower than job satisfaction. Employees are relatively dissatisfied with awards and recognition, disciplinary procedures, and promotion systems. (pages 26-36)
- Formal grievances: The number of formal grievances continues to be at multi-year lows. (pages 37-38)
- Percent DA final findings of discrimination: The percentage declined in FY03 by .6 percent over FY02. It is now at approximately 4.5%. The relative rise over the past three years may be due to the fact that in FY01 administrative judges were given the authority to render rather than recommend decisions. (page 39)

Work Force Quality

- The education level of civilian Army professional, technical, administrative, and clerical employees has been reasonably constant since FY92. Army's education level was similar to that of DOD but was lower than that of the Federal Government. Army's education level for professional series was nearly identical to that of DOD and that of the Federal Government. Approximately 84% of centrally funded interns and 82% of locally funded interns had college degrees in FY03. (pages 40-43)
- The rate of incentive awards has nearly doubled in ten years. (page 44)

- Army's rate of disciplinary and adverse actions rose from 6.5 to 9.7 actions per 1000 employees. This represents a big increase relative to previous years. Historically, Army's rate has been lower than the rates in DOD and the Federal Government (page 45). Within Army the rate of disciplinary and adverse actions is lower for minority than for non-minority employees. (page 46)

Work Force Representation

- Army's percentage of minority employees was approximately the same as last year's. The percentage has increased slightly since FY92. It was approximately the same as the DOD percentage but lower than that of the Federal Government. (pages 47-49)
- Army's percentage of female employees was the same as last year's. The percentage is about the same as it was in FY93. It was about the same as the DOD percentage and about five percentage points lower than that of the Federal Government. (page 50)
- Army's percentage of disabled employees decreased slightly, but is still within one percentage point of where it was in FY92. It was slightly lower than the DOD percentage but higher than that of the Federal Government. (page 51)
- Army's percentage of female intern new hires continued to be higher than local interns. (page 52)
- Army's percentage of minority DA interns and local intern new hires declined somewhat in FY03. (page 53)
- Army's percentage of FY03 female new hires was one percentage point lower than FY02. This is within one-half of one percent of female representation in the total workforce. (page 54)
- Army's overall percentage of FY03 minority new hires stayed about the same in FY03. Gains in Hispanic hiring were somewhat offset by decreases in black new hires. (page 55)

*Findings based on USCPEA site visits do not represent total Army performance.

Introduction

The FY03 *Annual Evaluation* continues the evaluation philosophy underlying the FY96-02 *Annual Evaluations*, which represented a shift in the approach to program evaluation by the Office of the Deputy Assistant Secretary of the Army (Civilian Personnel Policy) (ODASA (CPP)). Beginning in FY96, ODASA (CPP) has evaluated Civilian Human Resources (CHR) from an Army-wide perspective, focusing on program outcomes and results. It is part of a larger effort to improve business practices in the Army civilian personnel program.

The *FY03 Annual Evaluation* continues to balance the various aspects of CHR, from the effectiveness of service delivery on a year-to-year basis to how well Army supervisors and managers exercise their responsibility to lead and care for the civilian work force. Analyses presented here provide critical feedback necessary for sound policy decisions, strategic planning, and guiding the CHR program successfully into the future.

Organization

The *Annual Evaluation* consists of the following sections:

- **Executive Summary** - A synopsis of the evaluation of all elements within the *Annual Evaluation*.
- **The Year in Review** - A narrative of events impacting on the CHR program and the civilian work force in FY03. The Year in Review is non-evaluative but provides context for the analyses presented in subsequent sections.
- **Performance Indicators** - Report on CHR performance against 50 indicators designed to inform the Army leadership about the health of the CHR program. The indicators are divided into six categories: Cost/Efficiency, Effectiveness of Civilian Personnel Administration,

Effectiveness of Civilian Personnel Management, Civilian Work Force Morale, Civilian Work Force Quality, and Civilian Work Force Representation. Performance data are presented graphically with accompanying analyses.

- **Appendix** - Provides raw data used in the performance indicators. Major Command (MACOM) and Region breakouts of the data, where available, are included in this section.

Performance Indicators

Performance indicators for the *Annual Evaluation* are the result of an extensive review of the professional literature on program evaluation, discussions with functional experts at Headquarters, Department of Army (HQDA), and staffing with the MACOMs. The criteria used to select these indicators were spelled out in the

Evaluation Plan (Appendix D to the *FY97-98 CPA/M Strategic Plan*). In brief, the indicators are intended to:

- Evaluate the CHR program overall, without breaking out Civilian Personnel Advisory Center (CPAC) and Civilian Personnel Operations Center (CPOC) responsibilities.
- Measure areas beyond the direct control of the CHR function (e.g., civilian work force morale), emphasizing that Army managers and supervisors share in the responsibility to develop and care for the civilian work force.
- Impose minimal burden on the field in terms of additional reporting requirements. Almost all of the data for the indicators were obtained through automated sources.
- Set quantitative performance objectives for as many of the indicators as possible. Throughout the evaluation, the term “objective” is used to mean the threshold below which an intervention or special study may be necessary. It is a “trip wire” to warn of potential problems, rather than a “goal” which, arguably, should always be 100% (accuracy, compliance, satisfaction, etc.).
- Present facts without undue analysis or interpretation. Special studies are needed to determine the reasons for most of the trends identified.

Notes on Methodology

Definition of Work Force

Except as noted, work force data in the *Annual Evaluation* are shown for Army U.S. citizen appropriated fund employees in military and civil functions. Army National Guard Technicians are not included, unless otherwise specified.

Performance Indicators

- **Regulatory and Procedural Compliance Indicators – U.S. Army Civilian Personnel Evaluation Agency (USACPEA)** on-site surveys provided data for the items dealing with regulatory and procedural compliance (performance indicators 2-4, 2-5, 3-1, 3-2, and 3-3). FY89-92 data result from USACPEA’s normal review cycle. FY93-94 data are not available because USACPEA conducted only special studies during those years. FY95-00 data are based mainly on USACPEA’s regionalization-related reviews. The FY01-03 data are based again on USACPEA’s regular cycle of personnel management evaluations.

Since USACPEA selects review sites based upon MACOM affiliation, with the intent of surveying each MACOM on a regular basis, it makes no attempt to create a sample representative of Army as a whole. This MACOM “bias” in the sample must be kept in mind when comparing data across

fiscal years. The data, taken in total, forms a reasonably representative sample of Army. However, since USACPEA did not develop its yearly review schedules with the goal of providing Army-wide data that could be compared across fiscal years, this report attempts to draw only general conclusions from USACPEA survey data.

- **Morale Indicators** – We collected data for workforce morale and customer satisfaction (performance indicators 2-1, 4-1 through 4-11) from the Army Civilian Attitude Survey. Army administered this survey biennially to random samples of civilian employees and supervisors from FY77 to FY96 and annually from FY97 to FY01. In FY01, Army surveyed its entire US-citizen civilian workforce in appropriated and non-appropriated fund positions via the internet. Army did not survey its workforce with the Army Civilian Attitude Survey in FY02. Instead it returned to the traditional biennial survey administration and focused on using survey results for change management. In FY03 Army again surveyed its entire US-citizen civilian workforce using a web-based survey instrument.

Performance indicators do not report results of individual survey items but rely on composites of items that measure the same concept. Individual survey item results are found in the Appendix.

Morale indicator 4-14, Equal Employment Opportunity (EEO) Complaints was collected from the EEO Compliance and Complaints Review Agency (EEOCCRA).

- **Work Force Representation** – We provide three general indicators of representation and four demographic indicators of new hires and interns. Readers requiring more detailed breakouts should contact Army's EEO Agency.
- **Categorization of Performance Indicators** – Functional experts at HQDA placed indicators into the various categories (e.g., Civilian Personnel Administration Effectiveness, Civilian Personnel Management Effectiveness). In some instances, the placement has significant implications regarding the roles of CHR professionals. For instance, items 3-1 and 3-2, measuring, respectively, grade and assignment accuracy, are considered in this evaluation to be management responsibilities.

The Next Step

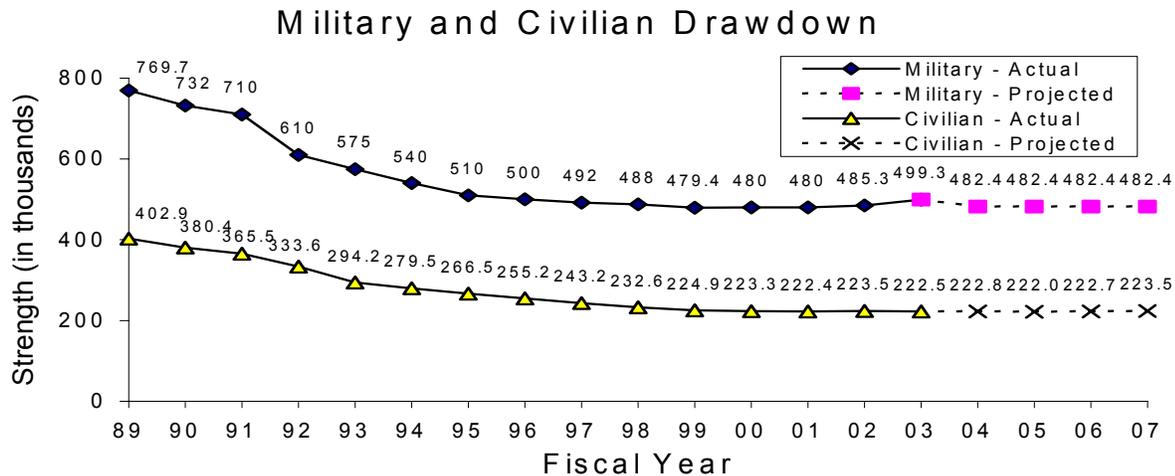
We will use evaluation results presented here in developing the next HQDA CHR operational plan. Where program performance falls below established objectives, we will recommend either policy interventions or special studies to determine causes of below-par performance.

FY03: The Year in Review

Army's Civilian Work Force

Army civilians are an integral and vital part of the Army team. They perform critical, mission-essential duties in support of every functional facet of Combat Support and Combat Service Support both at home and abroad. Army civilians serve beside Soldiers to provide the critical skills necessary to support combat systems and weaponry. In FY03 over 2,200 Army civilians processed through the CONUS Replacement Centers at Fort Benning, Fort Bliss, and Fort Sill for deployment to at least 54 countries around the world. Nearly 2,000 of them deployed to Southwest Asia in support of Operation Enduring Freedom/Operation Iraqi Freedom and the Global War on Terror.

Though increasing in importance to mission accomplishment, the number of civilians employed by Army since FY89 has steadily declined as the Army drew down its force. This fiscal year overall civilian strength declined (military function only; including foreign national employees and Military Technicians). Actual FY03 civilian strength was 670 below the target of 223,200. Since the drawdown began in FY89, civilian strength is down 45 percent (from 402.9K) (see Figure 1). Military strength increased by 14,025 over the previous fiscal year (485.3K). The total military strength reduction is 35 percent from FY89 strength of 769.7K.



Source: SF113A Report (civilian actual), SIDPERS (military actual) preliminary FY05 President's Budget.

Figure 1. Drawdown of military and civilian forces as a function of time

The Civilian Human Resource (CHR) community (see performance indicator 1-4 for definition) gained 79 positions (increasing to 3,764 from 3,685) during the fiscal year, due to an increase of 112 operating positions and a decrease of 33 staff positions. Overall, the CHR work force has reduced 48% percent from its FY90 strength of 7,248.

The Army lost more civilians than it gained in FY03 (see Figure 2) when civil functions are included. The average age and tenure of the

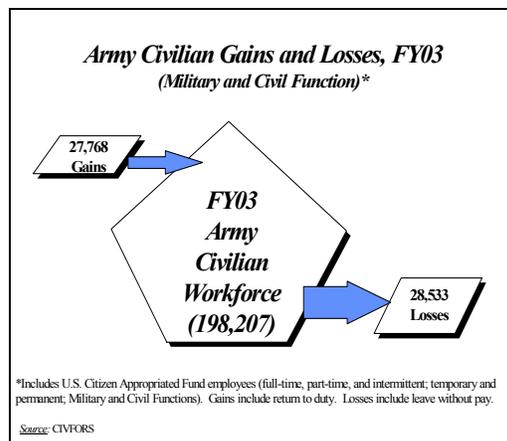


Figure 2. Army civilian gains and losses during FY03

Army civilian workforce has increased since the drawdown began. Average age increased from 43 in FY89 to 47 in FY03. Average years of service increased from 13.5 in FY89 to 16.9 in FY03. There were 22,585 retirement-eligible (defined as optional retirement, not including discontinued service, voluntary early retirement, or Federal Employee Retirement System reduced annuity) Army civilians at the end of FY03. This represented 11.4% of the work force. That is an increase in both absolute numbers (there were 21,409 eligible in FY02) and in percent of work force (10.8% in FY02).

Senior Army Workforce Management Office

Senior Army Workforce. The Senior Army Workforce Management Office (SAWMO) was created during FY03 to centrally manage a cadre of high performing, multifunctional employees well-trained and developed to support Army mission requirements. The key components of the Senior Army Workforce (SAW) are centralized career management, broad multifunctional career tracks, core leadership competencies standard to each career track, and training and development as well as central selection and assignment based on competency attainment. The SAWMO will manage the career development, education, assignments, training and promotions for all GS12 - GS15 (or equivalent) employees in supervisory, managerial, team leader and program manager positions.

Plans and Strategies

Functional Review. We began a Functional Review (FR) of Army's CHR Administration to determine the personnel manning impacts resulting from force modernization programs and to assess the current and projected health of a functional area. Elements contained in the CHR Administration FR include information, data, metrics, and analysis relating Army's CHR Administration to other programs, projects and functions within and, in some cases, outside of Army. The primary result of the FR is a formal reporting process on the state of CHR to top Army leaders.

Personnel Transformation. A variety of CHR work groups were actively engaged in the G-1's HR

planning initiative formally called Personnel Transformation (PT). The primary purpose of PT is to plan improve organization and management of Army human resources. It examines human resources policies, plans, systems, and processes to support a network-centric, information-based Army. There are five main emphasis areas, called “pillars:” Personnel Enterprise Systems, Manning, Force Structure, Army Training and Leader Development, and Army Well-Being.

FY02 CHR Annual Evaluation. We published the web version of the FY02 CHR Annual Evaluation at <http://www.cpol.army.mil/library/civplans/02eval/index.html>. MACOMs, CPACs, CPOCs, and staff offices received hard-copy versions.

CHR Metrics. CHR performance indicators appear in various balanced scorecards, including the Army and G-1 Scorecards contained in the Army Strategic Readiness System. In the G-1 Scorecard we measure Civilian Satisfaction Survey Results, Time to Fill, Rate of Turnover in the Civilian Workforce, and Voluntary Separation Rates By Tenure. For the last 2 years, CHR has benchmarked itself against other government and non-government organizations using metrics obtained from the Saratoga Institute.

CHR Strategic Planning. We began revising the CHR FY02-07 Strategic Plan based on a DoD memorandum advising us to synchronize the plan with budget and legislative initiatives and a General Accounting Office (GAO)

review that found the plan not well aligned with overall mission and lacking in results-oriented performance measures. A new plan will be published in the second quarter of FY04.

Conversion of Military to Civilian Positions. The current need for operational tempo forces requires DoD to make efforts to achieve the most efficient use of military forces. Although Army initially identified approximately 20,000 positions for possible conversion, the conversion cannot take place without additional funding. Army is working with DoD on the specifics of how and when the conversions will take place.

Continuity of Operations Plan. We developed the first functional HQDA Civilian Personnel Policy Continuity of Operations Plan (COOP). The COOP document outlines procedures for business recovery following an emergency or disaster causing significant disruption of capability for an extended period of time.

Exit Survey. By the end of FY03, over 3000 Army employees and supervisors had taken the survey. Overall, the top ten reasons why people leave Army are chances of future promotions, organizational rules and policies, job stress, impact opportunities, relations with higher level managers, workload, chances of receiving monetary awards for outstanding performance, participating in decision-making, applying skills and abilities on the job, and current assignment of duties and responsibilities.

Army Training and Leader Development Panel Civilian Study.

The Army Training and Leader Development Panel (ATLDP) drew to a close with the completion of Phase IV, the Civilian Study. The Chief of Staff of the Army (CSA) approved 54 study recommendations clustered in four major categories: accountability, life-long learning, interpersonal skills, and Army culture. The G1 and G3-led Implementation Process Action Team honed the recommendations down to 27 and three lead agents – G1, G3, and TRADOC – were identified to work them.

Civilian Personnel Evaluation Agency

Personnel Management Evaluations and Special Reviews.

Southwest Region hosted a Personnel Management Evaluation (PME). The Civilian Personnel Evaluation Agency visited the US Army Field Artillery and Fort Sill; the US Armor Center and Fort Knox; the US Army Combined Arms Center and Fort Leavenworth; the Southwest Division of the US Army Corps of Engineers, Fort Worth District; and the Southwest Region Civilian Personnel Operations Center, Fort Riley. We also conducted a follow-up special review of the US Army Japan at Camp Zama.

Workforce Analysis and Forecasting

Workforce Analysis Support System and Civilian Forecasting System. There were a number of

major enhancements designed to make the Workforce Analysis Support System (WASS) and the Civilian Forecasting System (CIVFORS) easier to use. New features include help panels, manuals, voice-over videos, as well as the development of new Diagnostic tool suite. These tools will provide push button, menu driven assessments. One of the Diagnostic tools used for Turnover has been completed. We delivered the federal versions of WASS and CIVFORS to OPM for government wide testing, validation, and accreditation.

Modernization

Defense Civilian Personnel Data System Centralization. All of the Army's civilian personnel databases and associated infrastructure have been consolidated into a single, centralized DCPDS database at the Army Civilian Data Center (ACDC), located at Rock Island, IL. This provides us with the opportunity for more standardization of processes and procedures Army-wide. This move to a total Army enterprise solution also improves the linkage between personnel and other systems and provides a single portal/sign-on capability.

Oracle 11i Migration. Army, along with all DoD Components, intensified planning efforts to transition to the web-based version of DCPDS, Oracle 11i. With the upgrade to Oracle 11i users can access the DCPDS application via a standard web browser and take advantage of Internet technology and improved system navigation. Client server

maintenance is no longer required and it reduces the need to push software upgrades and patches out to individual users. For more information on Oracle 11i, see <http://www.cpol.army.mil/library/modern/ohr-11i/index.html>.

***Policy and Program
Development: Proponency***

CHR Doctrine. For the first time in Army history, and with support of the MACOMs, the Civilian Personnel Policy Staff, and the USAREUR CHR Director developed CHR doctrine covering all major aspects of the program. Like military doctrine, the CHR doctrine establishes principles and roles for operation of the program.

Kushnick, Macy, and Hoge Awards. The Kushnick, Macy, and Hoge award recipients received honorary awards for their innovative individual achievements or ideas for excellence in the world of CHR Management. The Assistant Secretary of the Army for Manpower and Reserve Affairs presented awards to the Kushnick and Macy winners. The Assistant G-1 for Civilian Personnel Policy presented the award to the Hoge winner.

***Policy and Program
Development: Labor Relations***

Labor Relations/Employee Relations Specialist Replenishment. HQDA, in coordination with the Civilian Personnel Operations Center Management Agency (CPOCMA), established specialized LR/MER intern positions in order to increase

the pool of qualified Labor Relations (LR)/Management Employee Relations (MER) specialists. Candidates will continue to be recruited and trained under a specialized LR/MER training plan, with the understanding that they will ultimately be placed in LR/MER vacancies upon graduation from the intern program. To date, a Presidential Management Intern and two Army ACTEDS interns have been hired under this program.

Exclusion of Civilian Personnelists from Bargaining Units. A local union at Rock Island Arsenal sought to organize the employees of the NC CPOC, to include staffing and classification specialists servicing employees outside of Rock Island Arsenal. The Regional Director for the Federal Labor Relations Authority found that staffing specialists/classifiers not servicing Rock Island Arsenal employees should be included in the NC CPOC bargaining unit because they would not be conducting personnel work for employees represented by the union seeking to represent the CPOC. A brief has been filed with the Federal Labor Relations Authority seeking to reverse the Regional Director's decision.

Installation Management Agency/Army Contracting Agency Union Representation. The establishment of the Installation Management Agency (IMA) and Army Contracting Agency (ACA) organizations at the installation level created great concern over union representation within these

organizations. Army prepared and issued templates of representation petitions and joint stipulations to assist installations in timely addressing the status of union representation for use across these new organizations.

**Policy and Program
Development: Workforce
Effectiveness**

National Security Personnel System. With Presidential approval of the FY04 Defense authorization act, DoD will be given authority to design and implement a new National Security Personnel System. We have been working with DoD staff the past two years on many of the features of such a system, and we will have Army representatives on their project team. We will also be setting up an Army project office to manage Army actions associated with the new system. OSD projects that implementation will be in at least two years.

Department of the Defense Charge Cards Policy Working Group. The G1 participated in a DoD component working group to review the government charge card disciplinary policy actions for misuse. Army furnished reports outlining how our existing policies and other initiatives provide for taking appropriate actions for both AF and NAF employees. To meet the Office of Management and Budget's (OMB) requirement for quarterly information for each type of government charge card, DoD enhanced DCPDS to enable tracking of formal disciplinary and/or adverse actions taken for misconduct related to government charge cards.

Whistleblower Protection Act. Army is participating in the U.S. Office of Special Counsel's (OSC) certification program to assist Federal agencies in meeting their statutory obligations under the Whistleblower Protection Act (WPA). Under this program Army is required to place informational posters about WPA protections at agency facilities, provide information about these protections to new employees during orientation, provide periodic information to current employees about their rights and remedies under the WPA, conduct WPA training for supervisors, and create a computer link from the agency's web site to OSC's.

The Army Automated Performance Management Support System XXI. We continued to develop and test the Army Automated Performance Management System XXI (APMS XXI), including two successful test periods of the incentive awards module. Managers will be able to process awards at their desktop, interface with DCPDS to update the employee's history file and complete DCPDS processing of the requested award. We also input performance objectives at the beginning of the last appraisal cycle and tested the use of the appraisal module of APMS XXI to document performance counseling, report accomplishments and assign ratings on the individual objectives. APMS XXI will be revisited upon approval for a National Security Personnel System with its pay for performance features

and prospective DoD automation support.

Fully Automated System for Classification II. FASCLASS II deployment is complete. The system, designed to simplify and expedite the classification process, allows users to select from a wide variety of classified position descriptions, conduct organizational analyses, and submit electronic position descriptions directly to the CPAC and CPOC. New enhancements include ability to search by Employee Name, by MACOM, by UIC, and for other FASCLASS users.

US Army Civilian Personnel On-Line Portal. The redesign of the current Civilian Personnel On-line (CPOL) will allow for a single sign-on for Army unique tools. The new Portal offers the same functionality as the current CPOL, with many enhancements, such as a new Employment Opportunities page with access to applications, information, news, benefits, and a complete redesign of the Army Regional Tool (ART). Employees will gain direct access to their DCPDS data in ART and supervisors will have simpler access to their employees' ART data.

Policy and Program Development: Staffing, Benefits and Entitlements

Special Buyout Authorities. Army was initially allocated 1900 Special Buyout Authorities (SBAs) by DoD out of a total of 6000 for all of DoD. As in previous years, Army

committed SBAs earlier than other Components. DoD advised all Components of its concerns regarding underutilization in April 03; Army advised DoD that additional SBAs returned by other Components could be reallocated to Army. Army executed 2036 SBAs, and for the third year, Army outperformed all other DoD Components in execution of SBA authority.

Staffing Enhancement Action Team. DoD convened a Staffing Enhancement Action Team (SEAT), composed of representatives of the Components and the 4th Estate, to examine current automated DEU tools and recommend a DoD solution. SEAT initially examined products developed by the Air Force, DLA, NASA, Navy, and DFAS. The DFAS DEU most closely met DoD requirements for a DEU automated tool; however, DFAS did not adequately address the requirement for a DoD automated archiving tool. Army advised DoD that, with the adoption and modification of the DFAS tool, Army would present DoD with the full suite of automated tools.

Coalition Provisional Authority. The Under Secretary of Defense (USD) named Army Executive Agent for the Civilian Provisional Authority (CPA). Army concluded a Memorandum of Agreement with OSD Washington Headquarters Services realigning all CPA civilian employees to Army rolls.

Administrative Careers With America. Army requested and received authority by DoD to conduct ACWA competitive examining. Army is currently the only agency in the

Federal Government outside OPM with this authority.

Direct Hire Authority for Medical Vacancies. The use of Direct Hire Authority (DHA) for eleven medical occupations within Army continues to be a success. Army appointed 984 new employees into the eleven health care occupations in an average fill time of 22 calendar days, down from approximately 104 days. Additionally, Army was delegated Title 38 special pay authorities for premium pay, on-call pay, and Baylor Plan for selected medical occupations. Army is leading a tri-service OSD Task Force with DFAS to implement these pay authorities during Mar-Jul 04. The three Services are jointly requesting delegation of two additional special pay authorities and are working toward their implementation for special pay authorities for head nurses and for physicians and dentists.

Defense Civilian Intelligence Personnel System. The intelligence personnel community completed planning for the additional transfer of Defense Civilian Intelligence Personnel System (DCIPS) servicing from volunteering commands in CONUS to Ft. Huachuca, AZ; completed assistance visits to Ft Huachuca, Alaska, Korea, Japan, and Hawaii as well as to Southcom and Ft Monmouth; completed work on an Army Intelligence Community recruitment website; established a web presence to attract Arab speakers for deployment in Iraq; and published monthly updates to both Army's human resource

management and intelligence communities. In conjunction with the DoD Intelligence Community, the Army intelligence personnel community assisted the OSD in finalizing DCIPS Policy; participated in more joint recruitment ventures than in previous years; maintained participation in a joint rotational program entitled the Intelligence Community Assignment Program; and further marketed an important new source of web-based training - the Joint Intelligence Virtual University.

DoD Priority Placement Program. DoD approved an Army test of Resumix to determine the qualifications of Army Priority Placement Program (PPP) matches to Army requisitions and measure the potential for streamlining the process. The Civilian Personnel Operations Center Management Agency (CPOCMA) wrote the Concept Plan and Standard Operations Procedure for the test. CPOCMA, participating CPOCs, and HQDA staff developed the test procedures and determined the impact on current CPOC staffing and PPP qualifications determinations procedures. The Asst G-1 for CPP and DoD approved proposed test procedures. We began testing Resumix during the 4th quarter of FY03.

We proactively worked to improve the quality and timeliness of PPP placements and organization satisfaction. HQDA staff used advocacy intervention with DoD to work satisfactory resolutions to several placement situations. The

Army Coordinator office worked over 80 PPP cases and related issues. Nineteen of those cases were requests to withdraw placement offers; one case was a request to return an employee to the registering agency; two cases involved the lengthy security clearance process; and, four cases involved qualifications disputes and requests for assistance in the qualifications determinations process.

Military Spouse and Family Member Employment

Opportunities. The Army placed 589 military spouses into jobs within the continental United States.

We participated in the Army Family Action Plan annual conference to discuss Resumix and Military Spouse employment issues. One of the issues, “Selective Use of Military Preference,” was voted issue number three of the top five new issues at the conference. Europe Command (EUCOM) had already begun testing this concept in a limited way through Military Spouse Preference (MSP) Choice, a two-year pilot program approved by DoD. MSP Choice allows military spouses to accept temporary, term, time limited, intermittent, or flexible employment with U.S. Forces without risking the loss of their MSP for permanent positions that become available at a later date.

The U. S. Army Medical Command (MEDCOM) and the U.S. Army Medical Department (AMEDD) began a six-month spouse and family member referral program test. The Transition Employment

Assistance for MEDCOM/AMEDD (TEAM) provides advance notices to MEDCOM supervisors of incoming spouses and family members who will accompany military or civilian sponsors to new permanent assignments. The electronic notices will enable supervisors within participating MEDCOM activities to review resumes for possible job offers even before the family member’s arrival. To be eligible for TEAM, either the family member or sponsor must be affiliated with MEDCOM or the AMEDD, the sponsor must have received notification of new assignment or the equivalent, and the family member is relocating with the sponsor.

DOD Civilian Acquisition Workforce Demonstration Project.

The Acquisition Workforce Demonstration Project (AcqDemo) completed its fifth Contribution-Based Compensation and Appraisal System (CCAS) cycle. The Army and DoD continued to provide training by completing and distributing additional training modules to strengthen human resource management training and writing in the CCAS process. Army increased participation from 26 pay pools to 58 pay pools and approximately 1,800 employees to 4,500 employees participating in the demonstration project.

Program Budget

HQDA Restructuring. Several civilian HR programs were placed under the operational control of the Civilian Human Resource Agency (formerly known as the Civilian

Personnel Operations Center Agency). This realignment included the Civilian Personnel Advisory Centers (CPACs), the Civilian Personnel Field Agency (CPFA), and the Army Civilian Training, Education and Development System (ACTEDS). The centralization of funding and authorizations that resulted from this realignment were designed to improve operational efficiencies by placing the entire civilian HR mission under a single, unified chain of command.

Resource Allocation Selection System. We began to develop an automated system to centralize management of funds for ACTEDS. The new system, Resource Allocation Selection System (RASS), will streamline the process of funding training requirements. RASS will provide users with greater visibility and accountability over training funds in that users will be able to closely monitor training-related requests from the initial submission through final approval. Users will also be able to respond more quickly to training requests because RASS will eliminate the manual processes for submission and approval that have been used in the past.

Central Program Operations

Defense Leadership and Management Program. There was no intake for the Defense Leadership and Management Program in FY03 due to Congressional funding cuts. Despite the curtailment of most DLAMP-funded training, resources were available for DLAMP participants to attend senior service

colleges (SSCs). Although Army had a quota of 23 DLAMP SSC seats, 36 participants began resident programs because we filled seats allocated to other components that would have otherwise gone unfilled. In addition, five Army DLAMP participants began the two-year Army War College Distance Education Program together with five participants who were selected the previous year but deferred to FY03.

New initiatives under consideration have put program completions (graduations) as well as accessions on hold. One initiative is to recognize DLAMP as an SES Candidate Development Program (CDP). There are approximately 500 DLAMP participants DoD-wide, including 68 in Army, who have met all requirements to date to complete DLAMP; however, they are not being permitted to exit the program until it is determined what, if any, additional requirements they might have to accomplish in order to qualify as a member of the DLAMP CDP.

The Leadership and the National Security Foundation courses conducted by the School for National Security Executive Education at National Defense University did not meet DLAMP requirements and are under revision. Alternative sources to conduct this training are being sought. A small number of DLAMP participants seeking funding for graduate education were able to start courses on a full or part-time basis. DLAMP participants await further developments as a ramp-up of funding is expected in FY04 that

will permit the resumption of a full and robust program.

Leader Development. The Sustaining Base Leadership and Management Program (SBLMP) conducted one non-resident and three resident classes. Three DA Secretariat Selection Boards reviewed a total of 537 applications for 470 seats.

Another DA Selection board reviewed 30 applications for four senior service college programs: Industrial College of the Armed Forces; National War College; Army War College; and Army War College Distance Education. Three Army civilians were considered for the Army Congressional Fellowship Program.

Nine nominees were considered for the Harvard University Program for Senior Executive Fellows, the National Security Management Course, and the DoD Executive Leadership Development Program.

Minority College Relations. We participated in over 39 minority college and university career fairs and diversity-related conferences in order to educate college students and conference participants about employment opportunities within Army. We met with over 3500 college students and 4500 conference participants.

Competitive Professional Development. Army allocated \$14.2 million dollars to the Functional Chief Representatives (FCRs) to provide CPD opportunities

to full performance journey level civilian career program employees for ACTEDS Plans documented training. A total of 780 civilians participated in university programs, 4 in training-with-industry, 50 in developmental assignments and 3,000 in short-term training opportunities.

Army Civilian Training, Education and Development System Interns.

Army brought on board 1033 interns in FY03. Funding for the ACTEDS intern program nearly doubles in FY06 from 1030 work years in FY04 to 1994 work years in FY06. Anticipating this jump, the program increased the number of actual hires at the end of FY03. Beginning in FY05, the ACTEDS intern program will hire 975 interns into the pipeline and continue that trend in the outyears. This first step will not only bridge the gap with a major increase in FY06 resources, it will also help Army revitalize the workforce.

Army Civilian Training, Education and Development System Career Plans.

Two career programs submitted revised ACTEDS Career Plans - CP20 Quality Assurance Specialist (Ammunition Surveillance) and CP31 Education Services.

Nonappropriated Fund Human Resources Policy and Program

Realignment of Installation Management Agency (IMA).

NAF wrote system change requests to ensure that Defense Civilian Personnel Data System (DCPDS) had all the appropriate codes to support Phases II and III for the

transition of identified employees to IMA. We wrote step-by-step procedures for inputting personnel actions to accommodate the realignment actions and forwarded them to NAF Human Resources Offices (HRO). NAF developed our portions of the Memorandum of Understanding and Operations Control Document to facilitate the post transition processes. We transitioned the identified installation employees to IMA during Phase III effective October 5, 2003.

Establishment of the Civilian Human Resources Agency (CHRA) NAF HR Division. We established a NAF Division at CHRA in accordance with the recommendations of the HRIPT study. This division is responsible for the NAF HRO operations on installations Army wide, including policy, program review, training, productivity analysis, and resolution of installation HR issues.

Publication of the AR 215-3. The Army Regulation 215-3 was revised, published and posted on the U.S. Army Publication website. Further revision is taking place and is necessary due to the addition of the NAF Division at CHRA, the creation of IMA, and other substantial program changes including the Uniform Funding Management initiative. Roles and responsibilities are being defined and when finalized will become part of AR 215-3.

Legislative Initiative. A legislative change is working its way through the system that would allow NAF white-collar employees covered

under the Fair Labor Standards Act (FLSA) the use of compensatory time in lieu of overtime pay for hours worked in excess of 40 in a week. This change was proposed by the U.S. Army Material Command and adopted by the Army Family Action Plan (AFAP) process as one of the important changes to pursue for its NAF employees.

NAF Automation. We transitioned from the Regional database to a centralized database and deployed DCPDS 11i simultaneously with the rest of Army. The NAF Payroll Interface is in the final stages of development. We have developed with DFAS, CPMS, and NFS an edit system to assist installation NAF HROs in locating and correcting data errors.

FASCLASS. Our goal is to establish a link between DCPDS position data and FASCLASS II and provide the ability to access active position descriptions and related information. This allows NAF HR managers to have similar system functionalities as their appropriated fund counterparts, excluding the ability to create position descriptions. We also assisted DOD and Army Morale, Welfare, and Recreation Child and Youth Services program proponents with the establishment of an all NAF workforce, and permitted the implementation and use of Unified Funding and Management authority.

Training and Leader Development. We established a NAF position at CHRA with responsibility for developing functional training modules, recruiting and training

adjunct faculty, and scheduling training for field personnel. The Curriculum Advisory Board (CAB) met and conducted video teleconferences in order to create the NAF HR Generalist course. We conducted two NAF Basic Courses, the inaugural Generalist Course, three Business Object training and one DCPDS course. In addition, a NAF Website was created with links and access to online training modules necessary for the transition to 11i. Classes scheduled for FY04 may be found by going to the CHRA website under NAF. Community and Family Support Center (CFSC) provided central funding for the program for NAF personnelists without cost to the installation NAF instrumentalities.

Army Civilian Welfare Fund Office

Facilities Improvements. The renovation and improvement of existing facilities included minor cleaning and painting as well as the major replacement of investment equipment and a total transformation of a cafeteria into a food court. Over \$1.5 million was invested for the improvement in facilities that will enhance the quality of life for Army and DOD civilians.

Operation Noble Eagle. Army and DoD Agency Civilian Morale and Welfare operations across the US continued to support the Augmentation Forces. Vending, mobile and full service operations were expanded to accommodate the Soldiers' requirements of three nutritionally balanced meals per day, seven days a week. Dedicated

dining and recreation areas were created in order to provide a pleasant atmosphere for these deployed Soldiers.

National Contracts. We began negotiations with vendors to obtain national accounts for our direct operated and contracted facilities across the Army and DoD Agencies within CONUS. We expect these partnerships to yield significant cost savings while building brand loyalty and recognition through enhanced marketing support. Standardized product specifications will be used throughout the civilian dining facility system.

Senior Executive Service Office

Presidential Rank Awards. The President approved the 2003 Presidential Rank Award recipients in September. Of those nominated for the awards by the Secretary of the Army, 20 senior executives were selected – 4 Distinguished and 16 Meritorious Executives; and 3 Senior Professionals were selected – 1 Distinguished and 2 Meritorious Senior Professionals. They will be honored in a ceremony in March 2004. These winners continue Army's proud pattern of executive achievement -- Army consistently has a high number of winners. The 19 winners for 2002 were honored in a combined Presidential Rank and Secretary of the Army Awards Ceremony on March 14, 2003.

Civilian Personnel Operations Management Agency (CPOCMA)

Activity Based Costing System.

The CHR Activity Based Costing System (ABC) deployed to all of Army on October 1, 2003. ABC is currently being used by the CPACs and CPOCs. Future enhancements include a supervisory review of subordinate's timesheets and an interface with DFAS that will be used for time and attendance purposes. We created over 300 Business Objects accounts so that users can create and run reports using the database as of October 1, 2003.

Support to Central Command. In February 2003, CPOCMA responded to a request to support the World-wide Individual Augmentation System (WIAS) with volunteers for a 90-day temporary duty assignment to Camp Doha, Kuwait to support the Provisional Coalition Authority in Iraq. Forty individuals responded positively to the solicitation. The requirement ultimately expanded to an assignment of 179-days and included duty in Baghdad, Iraq. As of September 30, 2003, four individuals have been assigned to the theater of operations providing HR support to local commanders and deployed civilians as well as ensuring the visibility of CIVTRACKS and monitoring its accuracy.

DoD Reemployment Priority List Implementation. CPOCMA prepared the CONUS CPOCs for the implementation of the DOD Reemployment Priority List (RPL). This initiative will improve Army's ability to properly register and consider employees who have had employment terminated through no fault of their own and who have

reemployment priority rights to Army activities. Automating the RPL as part of the Priority Placement Program (PPP) will increase the efficiency and accuracy by which Army activities can more effectively manage the RPL and eliminate much of the manual, work-intensive process at Army installations. CPOCMA conducted a DOD RPL Train-the-Trainer course on August 5-6, 2003 and posted various documents on its website. On September 15, 2003, DOD implemented the automated RPL.

USA Staffing and Administrative Careers With America

Implementation. USA Staffing is an automated web-based system to conduct the OPM Administrative Careers with America (ACWA) recruitment. All CONUS CPOCs were trained on the system and certified in test security. OPM loaded the ACWA assessment tools in May. The USA Staffing system is fully implemented throughout CONUS CPOCs.

Hotjobs. CPOCMA implemented a Corporate Initiative to improve hard-to-fill recruitment efforts for all CONUS CPOCs. Steps toward this effort began when CPOCMA initiated a contract with the Hotjobs (Yahoo) web-based Career Tool. Hotjobs provided Army with a fully customized corporate web page, access to an unparalleled database of job-seeking candidates, the ability to track all applicants, and an on-line user help desk. The contracted service enables new applicants, as well as anyone who may already have a resume on file in the Hotjobs

database, to electronically apply for Army vacancies posted on the Hotjobs web site. CPOCs located throughout CONUS have been able to post up to 20 vacancies (10 for the Europe CPOC) per month on the Hotjobs web site.

Direct Submission of Request for Personnel Action. CPOCMA conducted a test of the Request for Personnel Action (RPA) Direct Flow process, a change in business process that removes the CPACs from the RPA routing chain, improves fill time, and promotes up-front CPAC advisories. Participants included Europe and all CONUS CPOCs, as well as selected CPACs. The RPA Direct Flow process was adopted and implemented based on the positive test results and the recommendation of the Civilian Personnel Board of Directors (BOD).

Human Resources Integrated Process Testing – Pacific Region. The United States Army Pacific (USARPAC) volunteered to test the realignment of CPACs and CPOCs under CPOCMA called for as part of the Human Resources Integrated Process Testing (HR IPT). The purpose of the test was to evaluate the impact of HR IPT implementation on human resources workflow and processes, and to develop suggestions for resolving issues pertaining to logistics, policies, and administrative authorities. Test sites included the CPOC and CPACs at Fort Richardson, Alaska; Camp Zama, Japan; and Fort Shafter, Hawaii. The Nonappropriated Fund (NAF) function was also included. During the test period, human

resources issues normally forwarded to the USARPAC Civilian Personnel Division for guidance or policy interpretation were forwarded to the Regional HR Director (a new position) for resolution or elevation to CPOCMA. NAF requests for guidance or policy interpretation were forwarded directly to the CPOCMA NAF Division.

Although the results of the test revealed “no showstoppers”, specific guidance will be developed to clarify the roles and responsibilities of the HR Regional Director and the Garrison Commander.

CONUS Deployment of Pay Problem Reporting Tool. We developed and deployed a Pay Problem Reporting Tool to capture statistics on pay problems being encountered. The tool has made the CONUS pay problems more visible and easier to track.

Deployment of Reanalysis Tool. We deployed a tool for streamlining the payroll reconciliation (Reanalysis) to all CPOCs. The tool reduces the need for printing each individual mismatch sheet and more easily identifies the types of mismatches encountered. It provides an electronic means of tracking payroll interface problems encountered and tracks any mismatches that repeat between reconciliations.

Analysis and Guidance for 1% Retroactive Pay Adjustment. The retroactive 1% pay adjustment granted by Congress required us to analyze the workload, proposed plans of actions, and tracking of

retroactive corrections and pay adjustments to ensure that all employees were properly paid. The CPOCs completed over 60,000 retroactive corrections mandated by the retroactive pay adjustments within 5 weeks of the pay adjustment processing.

Pay Rejects during Modern-to-Modern and 11i conversion. All pay rejects for the pay period beginning June 1 (for M2M) and July 13 (for 11i) from the Defense Civilian Payroll System (DCPS) could not be gathered using normal procedures during M2M due to system unavailability. CPOCMA worked with HQDA to get the data and provide it to the CPOCs for immediate review and manual resolution by the DFAS pay technician.

Conferences on Defense Finance and Accounting Service Payroll Interface. CPOCMA and HQDA held several conferences and teleconferences with DFAS employees to clarify the roles and procedures in the payroll interface between the DCPDS and DCPS. This information has been helpful for both DFAS and CPOC personnel to better understand the workings of the payroll interface.

Review of Payroll Interface reports. CPOCMA started working with the DFAS-Denver office to review payroll interface reports in order to find trends in processing. Trends will be analyzed to determine ways to reduce workload and reworked actions.

Foreign Entitlements

Teleconferences. CPOCMA hosted several CPOC teleconferences on processing Foreign Entitlements in order to share information, review problems, and forward requests for assistance.

Delegated Examining Unit (DEU) Suitability Adjudication. CPOCMA and representatives from the CPOCs attended training covering agency responsibility of sustaining or not sustaining objections/passovers of applicants for Federal employment in the competitive service when there are suitability issues. In the past, objections of this nature were referred to OPM for a decision. OPM currently accepts only passovers/objections requests involving 30 percent or higher disabled veterans, cases containing material, intentional falsification issues, or other suitability issues that warrant an extended, across agency lines debarment. CPOCs will see an increase in workload as a result of this change. CPOCMA will monitor the impact on workload and fill time and will provide additional training and consultation to the CPOCs as cases are developed and adjudicated.

Transition Employment Assistance for MEDCOM.

CPOCMA and the North Central CPOC developed a Medical Inventory as an interim system to support the pilot Transition Employment Assistance for MEDCOM (TEAM). TEAM is a program designed to assist family members of military and civilian employees to continue their

employment or gain new employment as they accompany their sponsors to new assignments. This is the first program of its kind that benefits both military and civilians. To be eligible, either the family member or sponsor must be affiliated with the Army Medical Command (MEDCOM) or the Army Medical Department (AMEDD). TEAM alerts supervisors of incoming family members for possible placement; it does not guarantee jobs nor create any preference. Team went into effect in February 2003. Currently, there are 76 registered participants; 30 have been placed throughout Army.

Transition from Easy ACCES to Resumix. We completed the transition of Career Program Referrals using Easy ACCES to Resumix. Career program mandatory referral level positions are recruited by CPOCs using Resumix. CPOCMA monitored local bargaining unit negotiations to ensure that the Army installations were prepared for the transition. The CONUS CPOCs were instrumental in providing Easy ACCES referrals for career program positions during the transition period. The Easy ACCES to Resumix briefing can be found at <http://www.cpocma.army.mil/> (Central Referral to Resumix (Feb '03)).

Central Resume Processing Center. We stood up the Central Resume Processing Center (CRPC) at Aberdeen Proving Ground, MD for the purpose of processing resumes for all regions. Resumes may be submitted by e-mail, hard copy or

other means for vacant Army positions. The Central Resume Processing Center is also the central point for answering any questions from all regions regarding submission of resumes or the use of any of the Army automated programs such as the Army Resume Builder, the Applicant Notification System Web Enabled Response (ANSWER) or Self-Nomination for Army jobs.

Employee Benefits Information System. We deployed the new Employee Benefits Information System (EBIS) and made it available to Army civilian employees. The new application appearance is very different from the previous version. The new design makes it easier to navigate and it is much more user-friendly.

Federal Erroneous Retirement Coverage Corrections Act Review. The Federal Erroneous Retirement Coverage Corrections Act (FERCCA) legislation provides relief to Federal employees who were unintentionally placed in the wrong retirement plan. OPM created a FERCCA database where employees could register if they believed they were eligible for relief and contracted with KPMG, a well-known leading provider of accounting, tax advisory, financial planning and consulting services, to review cases and provide counseling.

Training. CPOCMA conducted 44 CHR courses at the CPOCMA Training Facility at Aberdeen Proving Ground, MD and at CONUS and OCONUS CPOCs and

trained 1833 students in CHR courses.

CPOCMA conducted 17 sessions of the Human Resources for New Supervisors course and trained 396 new supervisors.

Over 900 CPOC employees participated in monthly Benefits and Entitlements video teletraining broadcasts.

Training was funded using both CHR and ACTEDS funds. In some instances, such as Labor-Relations and EEO for Executives, students' travel and transportation costs were paid by the students' organizations. OCONUS commands funded training presented at overseas locations. MACOMs requested and funded training on the Workforce Analysis Support System (WASS) and the Civilian Forecasting System (CIVFORS).

We developed and pilot tested the HR Advisor/Consultant. The purpose of this course is to develop the business and professional skills needed by CPAC and CPOC employees to be effective advisors and consultants.

CPOCMA continued to conduct monthly DCPDS teleconferences with all CPOC "super users" and Charter Team members to discuss common DCPDS processing problems and develop corporate solutions. CPOCMA developed job aids such as screen cam videos, workarounds, and other DCPDS information on the CPOCMA website.

We continued to emphasize regional training teleconferences with CPOC staff and with an HRD Seminar.

CPOCMA maintains the Regional Training webpage. This page reflects all open enrollment training within the CONUS and OCONUS regions sponsored by the CPOCs.

We fully executed the ACTEDS Competitive Development Program. CP 10 ACTEDS intern workyears were fully executed and new interns were hired as additional workyears were authorized. Three interns were hired on a special program to develop expertise in Labor and Management-Employee Relations, which are hard-to-find skills within the CHR community.

Personnel and programs formerly assigned to the Central Programs Operations Division in G-1 were successfully transitioned to the Training Management Division. These included Minority Recruiting and DA-wide Intern and Competitive Professional Development program administration and budget execution.

Individual CPOCs

Southwest Civilian Personnel Operations Center (SW CPOC)

Staffing Quality and Timeliness.

The SW CPOC closed 10,891 recruit/fill actions with an average fill time of 43.07 days.

Classification. The SW CPOC processed 17,336 routine actions in an average of 1.0 day and 5,546

non-routine actions in an average of 8.0 days.

Workforce Sizing. The SW CPOC processed 4,013 realignments, 8 A-76 studies, and 6 RIFs.

Training. The SW CPOC conducted 52 Distance Learning courses with 4,441 employees trained, 61 on-site training courses with 1,774 employees trained, and input 13,300 training instances.

Awards. The SW CPOC processed 33,773 monetary awards totaling \$38,742,109 and 7,365 time-off Awards.

Cancellations and Corrections.

The SW CPOC cancelled or withdrew 1,568 actions and corrected 9,439 actions.

Pay Management. The SW CPOC fully implemented the Pay Problem Reporting Tool (PPRT), which has resulted in a more systematic approach to pay problem resolution throughout our serviced region.

Army Benefits Center – Civilian.

The Army Benefits Center – Civilian processed 8,475 voluntary retirements, 878 disability retirements, 4,903 estimates for retirements, 433 death notifications, 2,663 requests for Post 56 payback determinations and 1,237 deposit/re-deposits; 27,009 changes to employee health plans; 76,267 TSP Election changes; and 8,310 FEGLI changes.

The response time for counselor assisted calls via the Interactive Voice Response System (IVERS) improved from approximately 1 minute per call in FY02 to 34 seconds for FY03.

The TSP Catch Up inaugural session began with 3,224 elections made by the end of the open season.

Automation. The SW CPOC reconfigured the backup routines for the Network Appliance System and deployed the Common Access Card; continued separating and securing the ABC-C automation assets from the Southwest Region automation assets in order to provide better continuity of operations; replaced the bridge between the Aspect Automatic Call Distribution (ACD) system and the Interactive Voice Response System (IVRS) with the implementation of Aspect Contact Server; upgraded the Interactive Voice Recognition System (IVRS) database management system, the server hosting the IVRS database system and the physical device where the data resides; implemented GRBAssist to provide the ABC-C counselors with expanded capabilities for retirement estimates; and deployed a new and enhanced version of the Employee Benefits Information System (EBIS).

South Central Civilian Personnel Operations Center (SC CPOC)

Staffing Quality and Timeliness.

The SC CPOC closed 11,437 recruit/fill actions with an average fill time of 55.85 days.

Classification. The SC CPOC processed 9,160 routine actions in an average of 1.3 days and 2,224 non-routine actions in an average of 10.3 days.

Work Force Sizing. The SC CPOC completed 34 reorganizations and realignments, 9 A-76 studies and 21 RIFs.

Pay Management. The SC CPOC fully implemented the Pay Problem Reporting Tool (PPRT), which has resulted in a more systematic approach to pay problem resolution throughout our serviced region.

Training. The SC CPOC conducted 540 training courses, trained 11,074 employees, and input 26,258 training instances.

Awards. The SC CPOC processed 35,904 monetary awards totaling \$32,841,661 and 9,174 non-monetary awards.

Cancellations. The SC CPOC cancelled or withdrew 6,371 actions.

Automation. The SC CPOC deployed the Common Access Card and assisted in moving DCPDS assets to the central site.

Northeast Civilian Personnel Operations Center (NE CPOC)

Staffing Quality and Timeliness. The NE CPOC closed 11,620 recruit/fill actions with an average fill time of 45.72 days.

Classification. The NE CPOC processed 9,617 routine actions in

2.91 days and 2,663 non-routine actions in 14.4 days.

Workforce Sizing. The NE CPOC completed 103 reorganizations and realignments, 9 RIFs, and 10 A-76 studies.

Pay Management. The NE CPOC resolved 230 out of 450 pay problems in the pay period received and 220 resolved after the current pay period.

Training. The NE CPOC conducted 393 classes, trained 6,863 employees, and input 18,690 training instances.

Awards. The NE CPOC processed 41,663 monetary awards totaling \$43,076,832 and 4,667 non-monetary awards.

Cancellations. The NE CPOC cancelled or withdrew 26,583 actions.

Automation. The NE CPOC expanded the use of the Army Regional Tools (ART) in managing production and ensuring quality by using ART, the Inbox Statistics Report, Helpdesk Reports and the Closed Action Report as focal points for monthly production meetings.

The NE CPOC established a team for the NE Region CPOCMABC implementation and deployment. The NE CPOC began using the timesheet in CPOCMABC to report their weekly time, and started to run reports to see amount of usage.

North Central Civilian Personnel Operations Center (NC CPOC)

Staffing Quality and Timeliness.

The NC CPOC closed 9,247 recruit/fill actions with an average fill time of 47.16 days.

Centralized Intern Program. The NC CPOC issued 2,829 centralized intern referral lists, hiring 1,035 ACTEDS interns.

Classification. The NC CPOC processed 19,649 routine actions in an average of 1.35 days and 2,712 non-routine actions in an average of 5.39 days.

Workforce Sizing. The NC CPOC completed 10 reorganizations or major realignments, 4 A-76 studies, and 7 RIFs.

Pay Management. The NC CPOC fully implemented the Pay Problem Reporting Tool (PPRT), which has resulted in a more systematic approach to pay problem resolution throughout our serviced region.

Training. The NC CPOC conducted 154 courses, trained 5,329 employees and input 24,717 training instances.

Awards. The NC CPOC processed 29,748 monetary awards totaling over \$42,017,533 and 7,859 non-monetary awards.

Cancellations. The NC CPOC cancelled or withdrew 3,696 actions.

Automation. The NC CPOC canvassed the CPOC, CPAC and user community to gather input for desired Business Objects

Applications (BOA) Reports; submitted numerous functional summaries to the DA Configuration Control Board to include QEST and internal audit; developed and fielded a series of on-line web based reports to allow customers access to almost real-time Modern database quality information; developed and/or updated TEAM, OPF Tracker enhancements, a training needs survey and other Resumix and Modern utilities and automation initiatives.

The NC CPOC played a key role in preparing and working the Modern-to-Modern (M2M) project. NC CPOC performed the pre-M2M NE conversion, worked/migrated 16,000 identifications, built 2,009 group boxes, prepared for, tested, and processed 26,000 pipeline actions, and performed secure-view cleanup on 6,000 actions.

The NC CPOC led the CPOCMA reports integration project which consisted of identifying, integrating and developing a comprehensive reports requirements document noting all functional reporting requirements needed at the CPOC, CPAC and manager levels.

**West Civilian Personnel
Operations Center (W CPOC)**

Staffing Quality and Timeliness.

The W CPOC closed 10,146 recruit/fill actions with an average fill time was 51.07 days.

Classification. The W CPOC processed 8,923 routine actions in an average of 2.42 days and 1,663

non-routine actions in an average of 14.77 days.

Workforce Sizing. The W CPOC completed 1 RIF and 2 realignments.

Pay Management. The W CPOC resolved 1,085 out of 1,125 pay problems in the same pay period.

Training. The W CPOC trained 1,939 students in 83 classroom courses, 270 students in 19 VTT Distance Learning courses, and input 17,505 training instances.

Awards. There were 30,755 monetary awards approved totaling \$23,112,215 and 5,012 time-off awards.

Cancellations or Corrections. The W CPOC processed 5,279 corrections and 266 cancellations.

Automation. The W CPOC moved to centralized Resumix, DCPDS, ART and CSU.

Europe CPOC

Staffing Quality and Timeliness. The Europe CPOC closed 9,969 actions with an average fill time of 51.03 days.

Classification. The Europe CPOC processed 8,507 routine actions in an average of 3.0 days and 1,306 non-routine actions in an average of 13.8 days.

Workforce Sizing. The Europe CPOC processed 1,829 realignments and 4 Local National RIFs.

Pay Management. The Europe CPOC resolved 10,170 out of 10,230 pay problems in the same pay period.

Training. The Europe CPOC conducted 554 courses, trained 4096 employees, and input 13,680 training instances.

Awards. The Europe CPOC processed 21,155 monetary awards totaling \$14,074,001 and 2,166 non-monetary awards.

Cancellations. The Europe CPOC cancelled or withdrew 4,290 actions.

Automation. The Europe CPOC centralized the local Europe Resumix database into the Army centralized database, and the local Europe DCPDS database centralized with M2M. It converted DCPDS from Oracle database to DCPDS 11i web based application and converted to FASCLASS II. ANSWER replaced SOARS for all Resumix Vacancy Announcements.

Pacific CPOC

Staffing Quality and Timeliness. The Pacific CPOC closed 2,406 recruit/fill actions with an average fill time of 71.35 days.

Classification. The Pacific CPOC processed 6,258 routine actions in an average of 2.1 days and 682 non-routine actions in an average of 12.0 days.

Workforce Sizing. The Pacific CPOC completed 10

reorganizations, 1 A-76 study, and 6 RIFs.

Training. The Pacific CPOC conducted 90 courses, trained 1,420 employees, and input approximately 14,500 training instances.

Awards. The Pacific CPOC processed 5,234 monetary awards totaling \$3,771,739 and 1,221 time-off awards and 1 non-monetary award.

Cancellations. The Pacific CPOC cancelled or withdrew 799 actions.

Automation. The Pacific CPOC mandated the use of the Army Regional Tools (ART) application and Gatekeeper checklists for all users; implemented the RPA Direct Flow business process change; centralized the Resumix database; instituted ANSWER as the primary applicant notification method; completed the M2M database consolidation initiative; brought up the SOARS application until the DEU for Resumix application is deployed and ANSWER replaces it; and completed the Oracle 11i application upgrade.

The Pacific CPOC completed and submitted for approval the DoD Information Technology Security Certification and Accreditation Process (DITSCAP) package. Approval was withheld, pending the upgrade of the Office 97 software, which is no longer supported. Because approval was withheld, the Pacific CPOC will be the first regional processing center to receive the upgrade to Microsoft XP

Operating System and Microsoft Office XP Professional.

Korea CPOC

Staffing Quality and Timeliness. Korea CPOC closed 4,054 recruit/fill actions with an average fill time of 40.53 days. The Korea CPOC closed 2907 Korean National recruit/fill actions with an average fill time of 30.58 days.

Classification. Korea CPOC processed 3,318 routine actions in an average of 3.09 days and 465 non-routine actions in an average of 7.5 days.

Workforce Sizing. Korea CPOC completed 2 reorganizations and realignments and 13 RIFs.

Pay Management. Korea CPOC resolved 361 out of 474 pay problems in the same pay period.

Training. Korea CPOC conducted 161 training courses, trained 1,434 employees and input 191 training instances.

Awards. Korea CPOC processed 3,612 monetary awards totaling \$2,941,481 and 2,390 non-monetary (time-off) awards.

Cancellations. Korea CPOC canceled or withdrew 847 actions.

Automation. Korea moved its database to the Central Site, deployed centralized RESUMIX; upgraded its VTC system capability; and secured end of year funding to replace. Additionally, FY03 end of

year to replace the aged VTEL VTC equipment at the Area II and Area III CPACs.

Korea implemented an Email Anti-Virus Firewall to scan email and attachments for viruses prior to delivery to the recipient.

Korea upgraded Office 97 to Office XP at no cost and purchased 100 Office XP Pro licenses. Local National specialists are now able to open documents created in Korean word processing software from within Office XP without having to translate and manually key the information back into MS Word.

Korea moved its public Web Site to the 8th US Army Public Web Server. Korea CPOC still retains ownership and control over the web page content.

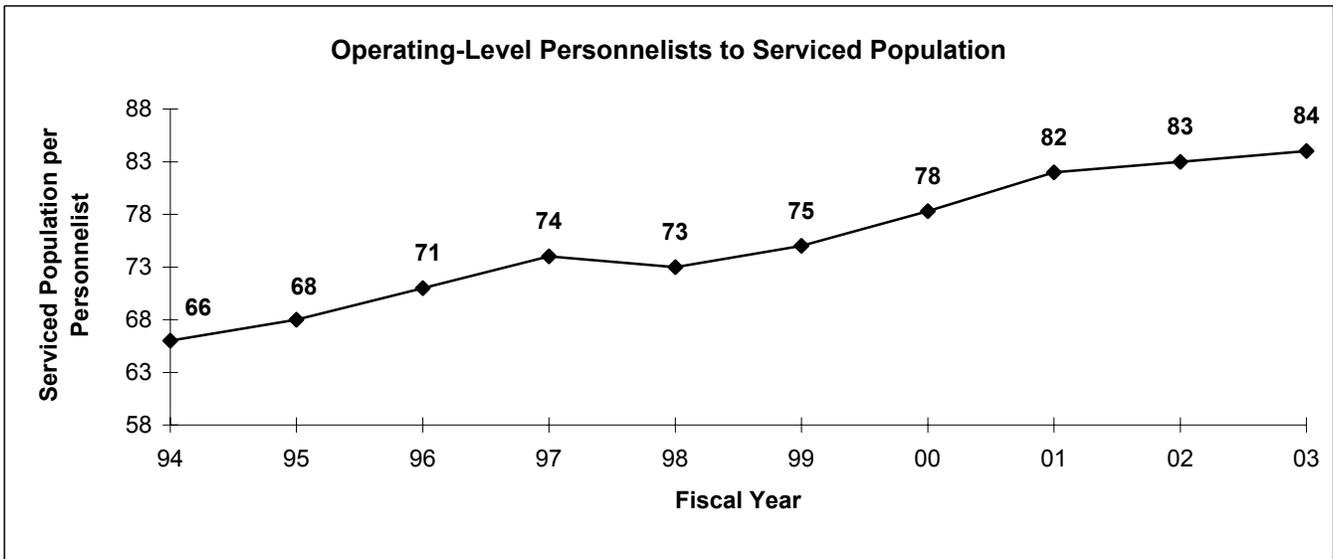
Korea implemented the DameWare Mini Remote Control package, which allows technical support personnel to provide support remotely, instead of having to physically go to a user's workstation.



Cost/Efficiency

1-1. Servicing Ratio: Operating-Level Personnelists to Serviced Population

Objective: OSD Goal is 1:88 for FY04



Source: 1738 Report for FY 94-96; CivPro for FY97-98; DAPE-CP-PSR for FY99-03 personnelists; CivPro for FY99-03 serviced population

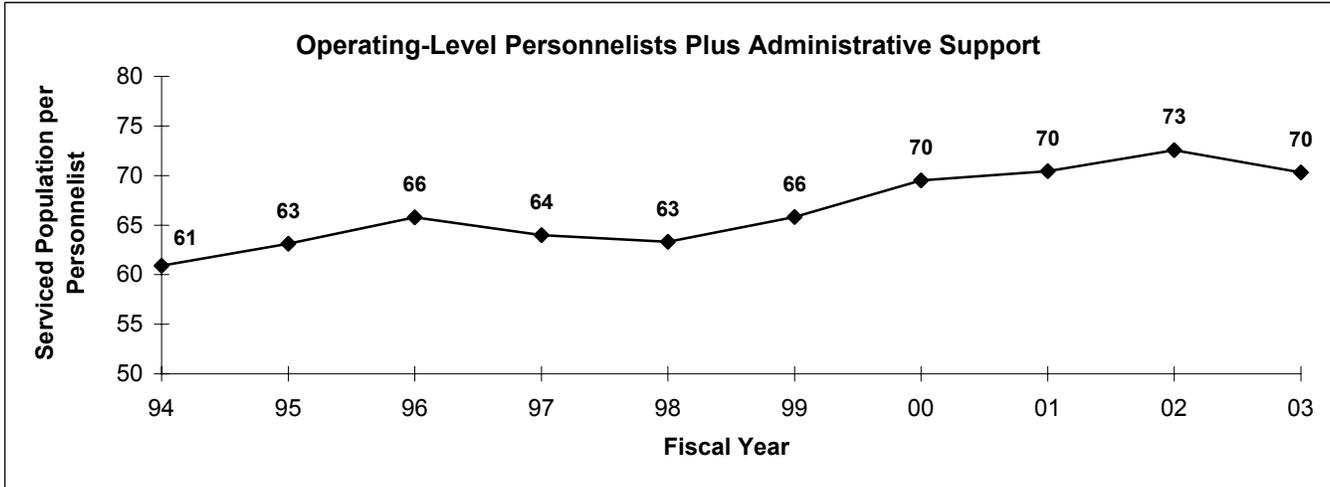
| Fiscal Year | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|---------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Serviced Population | 288,703 | 274,971 | 266,527 | 249,027 | 238,970 | 230,862 | 227,876 | 225,937 | 229,797 | 230,586 |
| Personnelists | 4,371 | 4,039 | 3,745 | 3,387 | 3,263 | 3,094 | 2,909 | 2,752 | 2,759 | 2,752 |

Analysis:

- The servicing ratio increased in FY03. The number of personnelists and the serviced population basically remained the same. Although the servicing ratio has increased since FY98, the ratio must increase at a much faster rate to meet the FY04 objective.
- The switch from CivPro to DAPE-CP-PSR for the count of operating-level personnelists did not have a significant effect on the data. The DAPE-CP-PSR data is considered more accurate and is reported to DOD.
- "Operating-level" is identified as personnel in CPOs, CPACs, and CPOCs. "Personnelist" is defined as employees in series 201, 203, 212, 221, 230, 233, and 235. "Serviced population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees; excluding National Guard Bureau (Title 32) employees.

1-2. Servicing Ratio: Operating-Level Personnelists Plus Administrative Support to Serviced Population

Objective: 1:80 for FY04



Source: 1738 Report for FY 94-96; CivPro for FY97-98; DAPE-CP-PSR for FY99-03 personnelists and administrative support; CivPro for FY99-03 serviced population

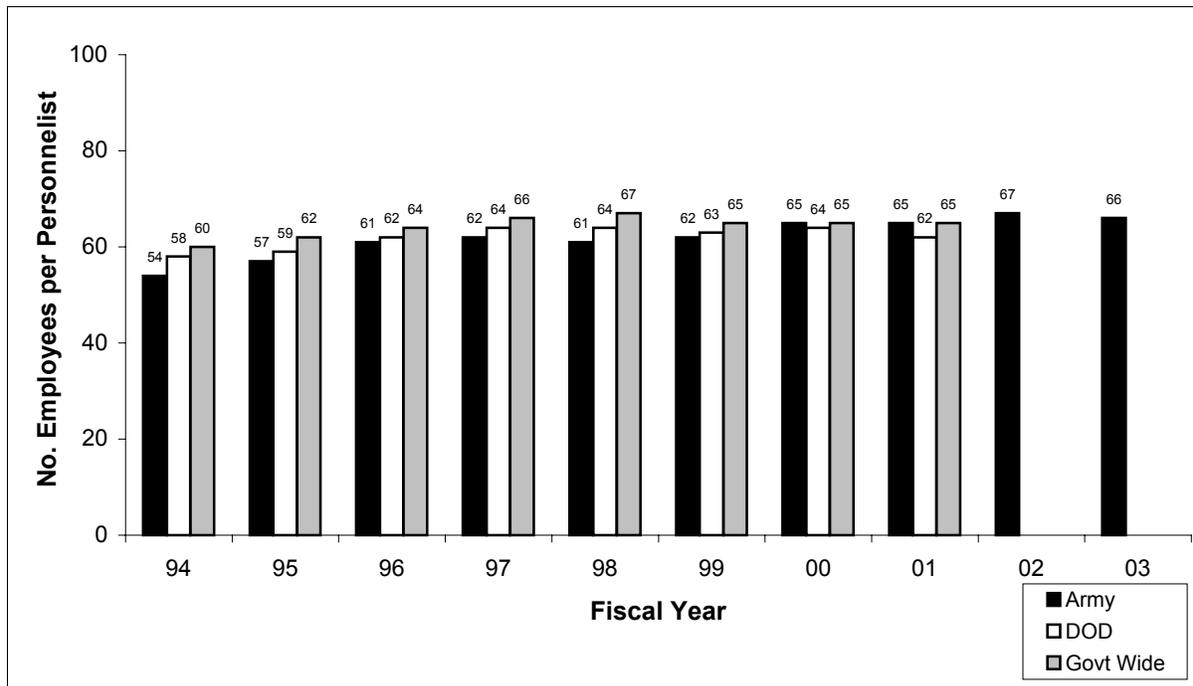
| Fiscal Year | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Serviced Population | 288,703 | 274,971 | 266,527 | 249,027 | 238,970 | 230,862 | 227,876 | 225,937 | 229,797 | 230,586 |
| Personnelists | 4371 | 4039 | 3745 | 3,387 | 3,263 | 3,094 | 2,909 | 2,752 | 2,759 | 2,752 |
| Administrative Support | 368 | 318 | 307 | 505 | 512 | 414 | 369 | 456 | 408 | 527 |
| Total Operating Level | 4,739 | 4,357 | 4,052 | 3,892 | 3,775 | 3,508 | 3,278 | 3,208 | 3,167 | 3,279 |

Analysis:

- The servicing ratio decreased in FY03. Although the number of personnelists and the serviced population basically remained the same as FY02, administrative support increased 29%. The lower ratio in FY03 is due to the increase in foreign national administrative support. The personnelist and administrative support levels must drop at a much faster rate relative to the serviced population to meet the FY04 objective.
- The switch from CivPro to DAPE-CP-PSR for the count of operating-level personnelists & administrative support did not have a significant effect on the data.
- "Operating-level" is defined as personnel in CPOs, CPACs, and CPOCs. "Personnelist" is defined as employees in series 201, 203, 212, 221, 230, 233, and 235. "Administrative support" includes all other series in operating personnel offices (e.g., 318, 334). "Serviced population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees; excluding National Guard Bureau (Title 32) employees.

1-3. Servicing Ratio: Operating and Staff-Level Personnelists to Work Force

Objective: None Established



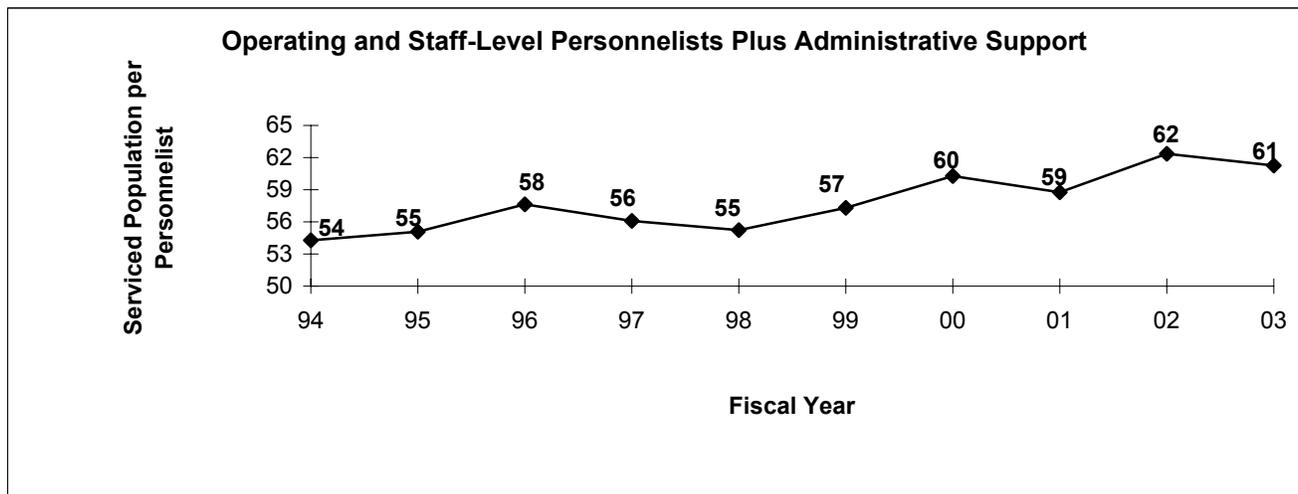
Source: OPM except for FY02 and FY03 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Analysis:

- This indicator is included because OPM uses it to track Agency performance. For this indicator, "Personnelists" are defined as all US-citizen employees (staff and operating) in series 201, 203, 212, 221, 230, 233, and 235. OPM defines work force as all Army appropriated fund US-citizen employees. In FY02, OPM combined military personnelists into the 201 series with civilian personnelists counts. This disabled comparison of Army civilian personnelist ratios to DOD and other Government agencies.
- Starting in FY00, Army passed the DOD rate and was equal to other government agencies.
- In FY03, the Army ratio decreased to 1:66.
- See Appendix, p. A1, for raw data and explanation of the terms "Army," "DOD," and "Govt Wide."

1-4. Servicing Ratio: Operating and Staff Level Personnelists Plus Administrative Support to Serviced Population

Objective: None Established



Source: 1738 Report for FY 94-96; CivPro for FY97-98; DAPE-CP-PSR for FY99-03 personnelists and administrative support; CivPro for FY99-03 serviced population

| Fiscal Year | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Serviced Population | 288,703 | 274,971 | 266,527 | 249,027 | 238,970 | 230,862 | 227,876 | 225,937 | 229,797 | 230,586 |
| admin) | 4,739 | 4,357 | 4,052 | 3,892 | 3,775 | 3,508 | 3,278 | 3,208 | 3,167 | 3,279 |
| Staff Level (200-series only) | 579 | 636 | 572 | 547 | 551 | 521 | 502 | 637 | 518 | 485 |
| Totals | 5,318 | 4,993 | 4,624 | 4,439 | 4,326 | 4,029 | 3,780 | 3,845 | 3,685 | 3,764 |

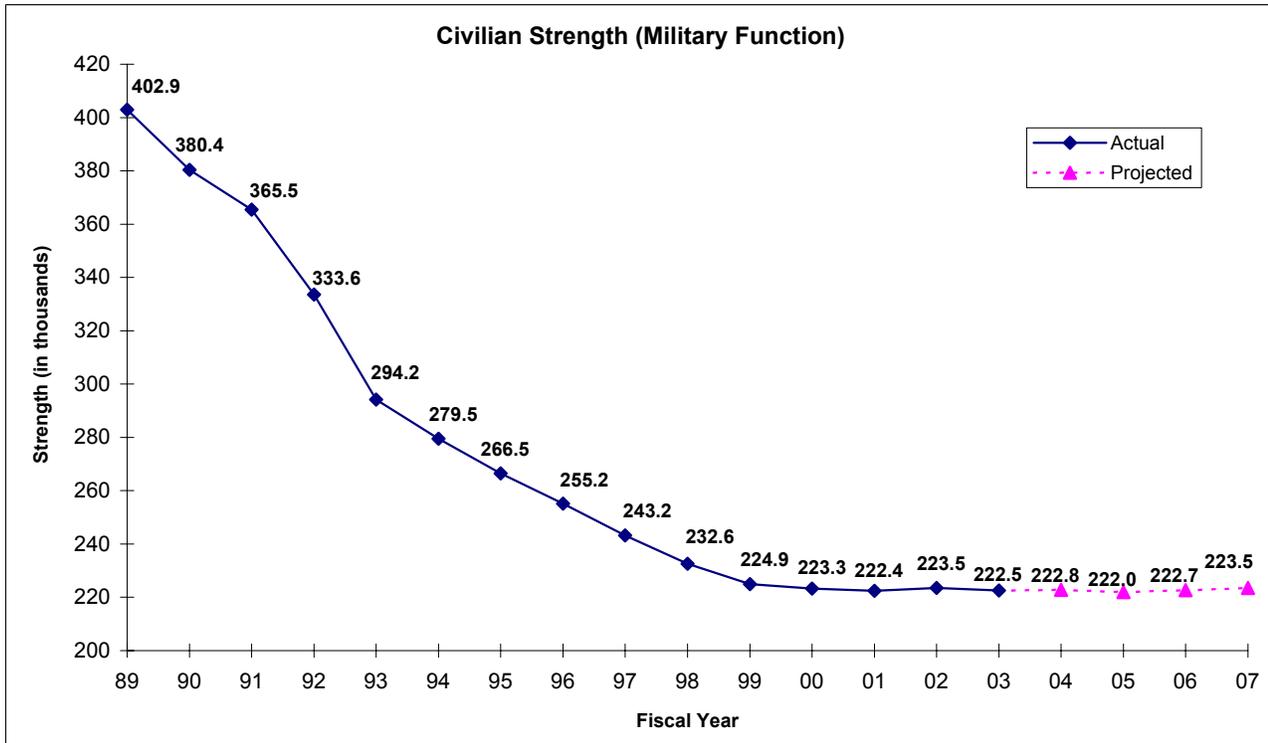
Analysis:

- The servicing ratio decreased in FY03. In FY03 the number of personnelists and the serviced population basically remained the same as FY02. However, administrative support increased by 119 while the staff level decreased by 33. The lower ratio in FY03 is due to the 29% increase in administrative support (see 1-2).
- The switch from CivPro to DAPE-CP-PSR for the count of operating and staff-level personnelists did not have a significant effect on the data.
- This indicator contains the most comprehensive definition of the Civilian Personnel work force. "Personnelist" is defined as employees in series 201, 203, 212, 221, 230, 233, and 235. "Administrative support" includes all other series listed in operating offices except for series 204, 205, 260, and 544. Administrative support in staff offices are not included because historical 1738 reports did not contain the data. "Serviced population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees; excluding National Guard Bureau (Title 32) employees.

1-5. Civilian Strength

Objective: 223.2K for FY03

Assessment: Not Met



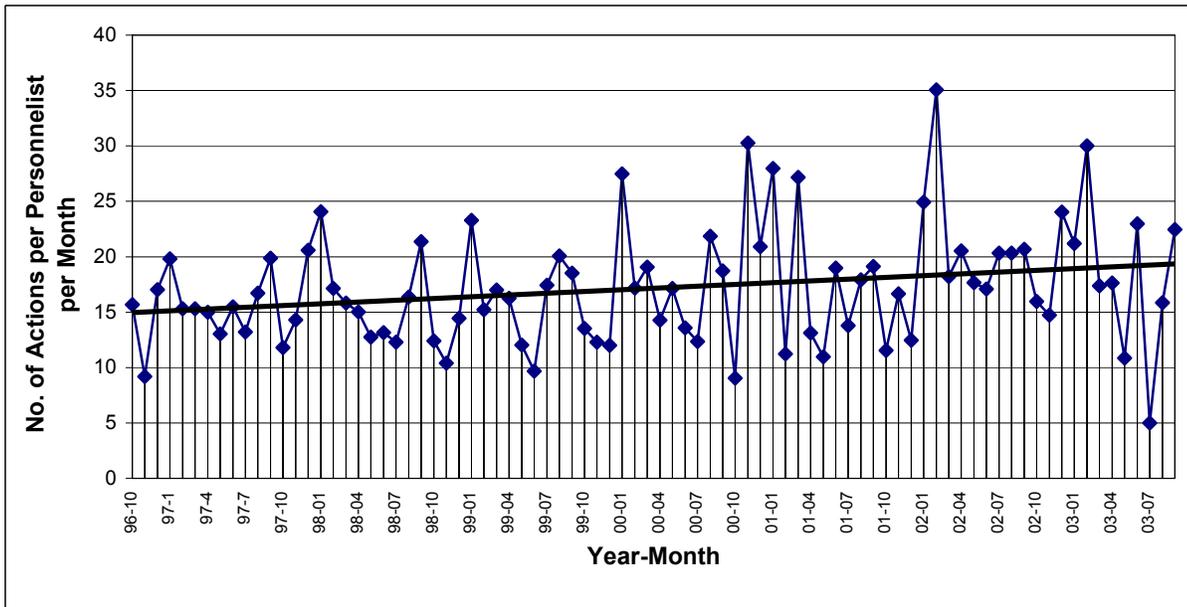
Source: SF113A Report and Supplements (Actual), preliminary FY05 President's Budget.

Analysis:

- The objective was not met. Actual FY03 civilian strength, at 222,530 civilians, was 670 below the target number of 223,200 civilians.
- Civilian strength is defined as appropriated fund, military function only. Foreign nationals are included. Army National Guard Bureau (Title 32) are included. FY89-03 numbers represent on-board strength at the end of the fiscal year. FY04-07 numbers represent programmed strength, not full-time equivalents (FTEs).
- See Appendix, p. A2, for MACOM strength data.

1-6. Production (U.S. Citizen) per Operating-Level Personnelist

Objective: None Established



Source: CivPro

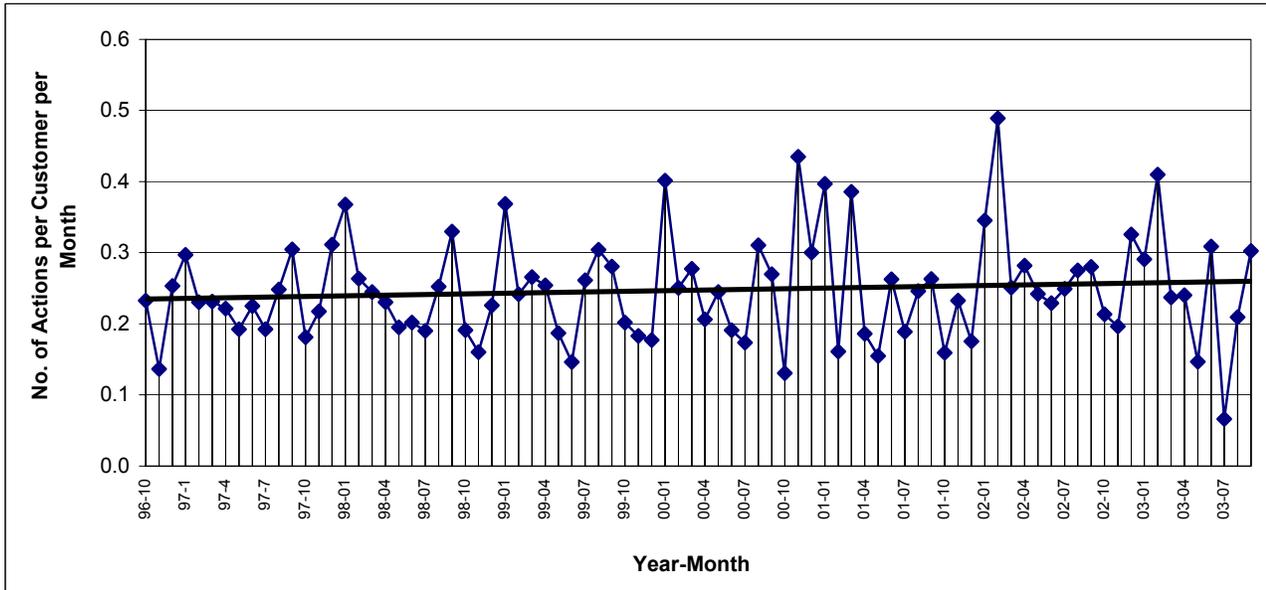
| Fiscal Year | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|------------------|------|------|------|------|------|------|------|
| Production Ratio | 15.5 | 16.2 | 15.5 | 16.6 | 18.4 | 19.6 | 18.2 |

Analysis:

- In FY03 productivity per personnelist was 17% higher than in FY97. However, productivity during FY03 dropped by 7%. This was due to moratoriums in May and July on actions in the field system for data centralization and update to a web based operating system. Other than that, the major historical monthly fluctuations are the peaks due to performance appraisals and awards.
- Production per operating-level personnelist is defined as the number of personnel actions entered into ACPERS divided by the total number of Army's operating-level personnelists. Operating-level personnelists include employees in CPOs, CPACs, and CPOCs in series 201, 203, 212, 221, 230, 233, and 235. The chart includes all personnel actions in ACPERS except: NOAs 499 (SSN Changes), 900 (Data Element Changes), PSA (Position Establishments) and PSC (Position Changes) which are excluded because data are available only back to August 1996. NOAs 894 (Pay Adjustments) and 895 (Locality Payments) which are excluded because they are mass change actions that artificially inflate the productivity scale. NOAs TRN (Training), LN (Local Nationals), and OTH (Other) are excluded because of concerns about accuracy of some historical data. NOAs 001 (Cancellations) and 002 (Corrections) are excluded to provide a measure of original workload. Data on all excluded items are available in CivPro.

1-7. Production per U.S. Citizen Serviced Customer

Objective: None Established



Source: CivPro

| Fiscal Year | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|------------------|------|------|------|------|------|------|------|
| Production Ratio | 0.23 | 0.25 | 0.24 | 0.24 | 0.26 | 0.27 | 0.25 |

Analysis:

- In FY03 productivity per serviced customer was 9% higher than in FY97. However, productivity during FY03 dropped by 8%. This was due to moratoriums in May and July on actions in the field system for data centralization and update to a web based operating system. Other than that, the major historical monthly fluctuations are the peaks due to performance appraisals and awards.

- Production per serviced customer is defined as the number of personnel actions entered into ACPERS divided by the serviced population. "Serviced population" is defined as military and civil function appropriated fund employees and non-Army-employees, excluding foreign nationals and National Guard Bureau (Title 32) employees. The chart includes all personnel actions in ACPERS: NOAs 499 (SSN Changes), 900 (Data Element Changes), PSA (Position Establishments) and PSC (Position Changes) which are excluded because data are available only back to August 1996. NOAs 894 (Pay Adjustments) and 895 (Locality Payments) which are excluded because they are mass change actions that artificially inflate the productivity scale. NOAs TRN, LN, OTH are excluded because of concerns about accuracy of some historical data. NOAs 001 (Cancellations) and 002 (Corrections) are excluded to provide a measure of original workload. Data on all excluded items are available in CivPro.

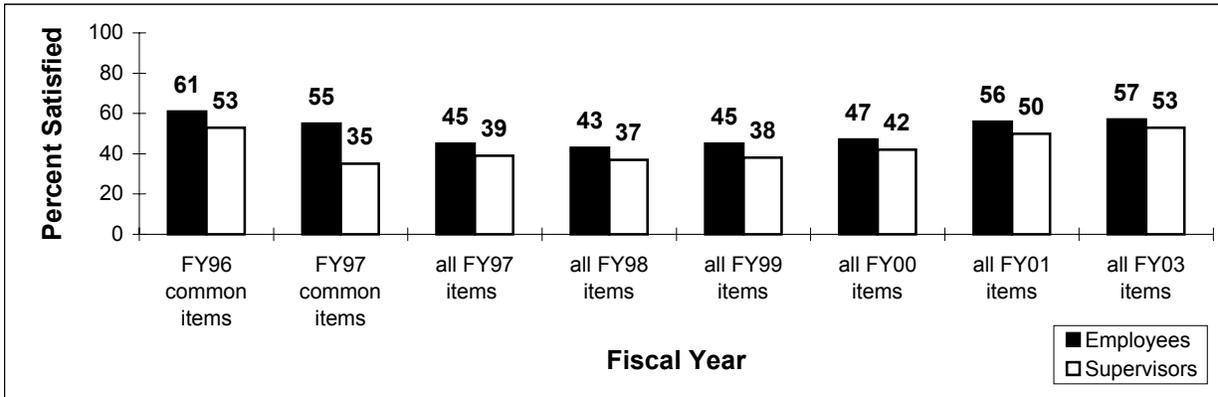


CPA Effectiveness

2-1. Effectiveness of Civilian Personnel Administration Service - Customer Satisfaction

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

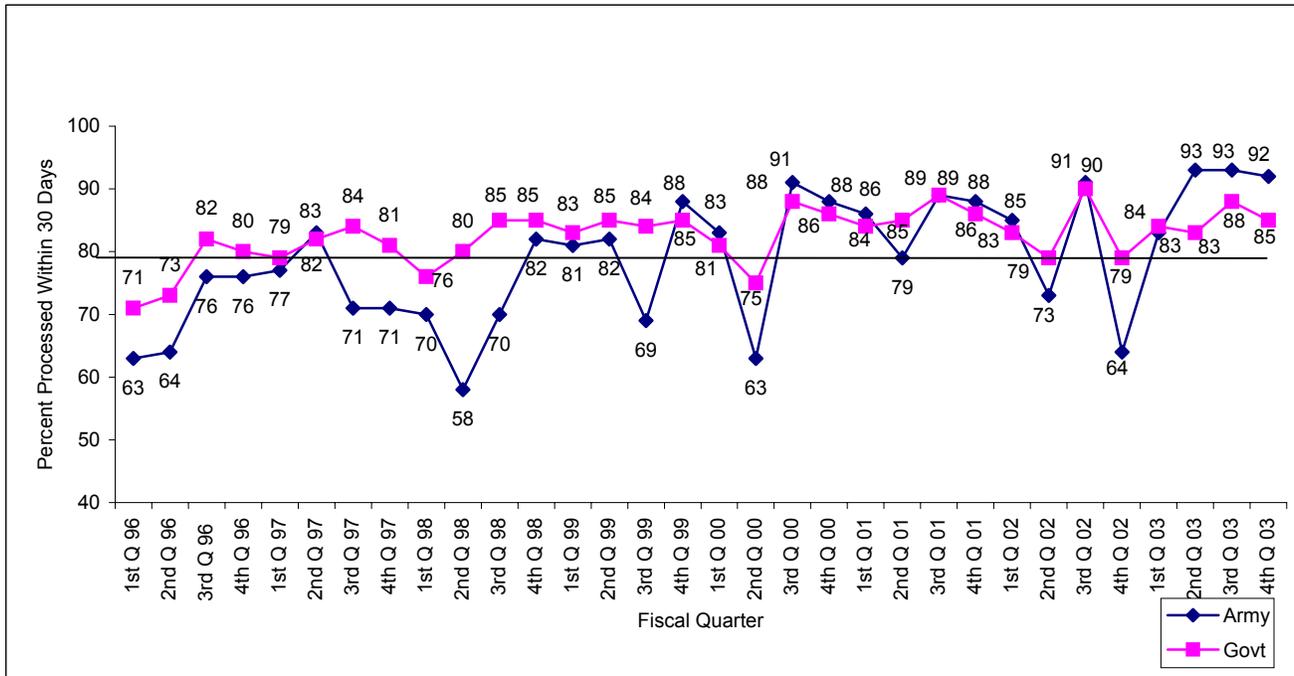
Analysis:

- This indicator measures satisfaction with CHR products and services. Satisfaction is defined as the top two ratings in a five-point scale.
- The indicator was revised in FY97. Prior to FY97, the employee score was a composite of three survey items; the supervisor score was a composite of twelve survey items; two items overlapped. Currently, the employee score is a composite of twelve survey items; the supervisor score is a composite of twenty-two survey items; eight items overlap. See Appendix, pp. A3-10, for the rating scale, individual survey items, raw scores, Region results, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, the results showed employee customer satisfaction dropped by six points, and supervisor customer satisfaction dropped by eighteen points in FY97. Results did not change much until FY00, when both employee and supervisor results rose, indicating a possible trend change. The change was confirmed in FY01 as both employee and supervisor results rose dramatically over FY00. The trend in improvement continued in FY03 with employee satisfaction at 57% and supervisor satisfaction at 53%.
- The employee and supervisor baselines (average of previous five results) are 47% and 41%, respectively. CHR met the objective for employee and supervisor customer satisfaction.
- Overall, employees are more satisfied than supervisors with CPA products and services. Note that employees and supervisors receive different products and services (see Appendix, pp. A3-10).
- Individual item analysis: CPA received highest ratings on courtesy and lowest ratings on planning, reorganizing, RIF, classifying, staffing (for supervisors, recruitment, quality and timeliness of candidates referred; for employees, job and promotion information), training, and benefits and entitlements.
- For FY03 MACOM comparisons, employee satisfaction ranged from 61% (TRADOC) to 51% (USAREUR). Supervisor satisfaction ranged from 56% (TRADOC, USACE) to 46% (USAREUR).
- For FY03 regional comparisons, employee satisfaction ranged from 60% (Southwest) to 47% (Korea, Pacific). Supervisor satisfaction ranged from 57% (South Central) to 42% (Korea).

2-2. Timeliness of Processing Retirement, Refund, and Death Benefits

Objective: OPM Standard is Not Less Than 80% of the Actions Processed Within 30 Days

Assessment: Met



Source: OPM "Aging of Separation" report

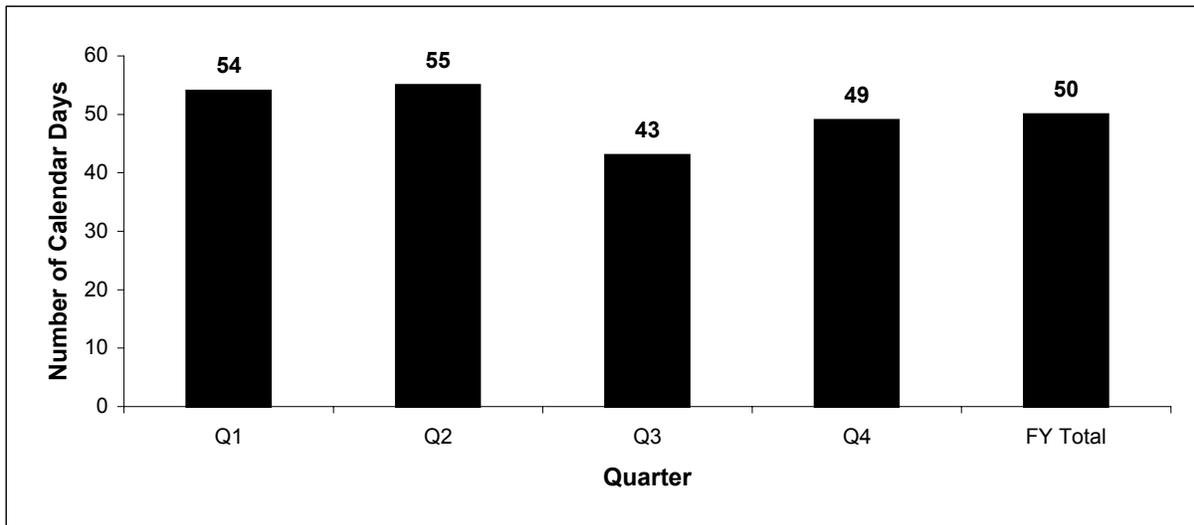
Analysis:

- Army met the government-wide average 4 out of 4 quarters for FY03. The OPM Congressionally-mandated timeliness standard requires that 80% of all retirement, refund and death claims be received by OPM within 30 days of separation. Army's weighted average (the quarterly percents shown above are weighted by the number of actions per quarter) was 91% for FY03 - up from 77% in FY02.
- The above figures are based on the total number of retirement, death and refund claims submitted by Army employees.

2-3. Average Number of Days to Fill Positions

Objective: 55 Calendar Days

Assessment: Met



Source: CivPro

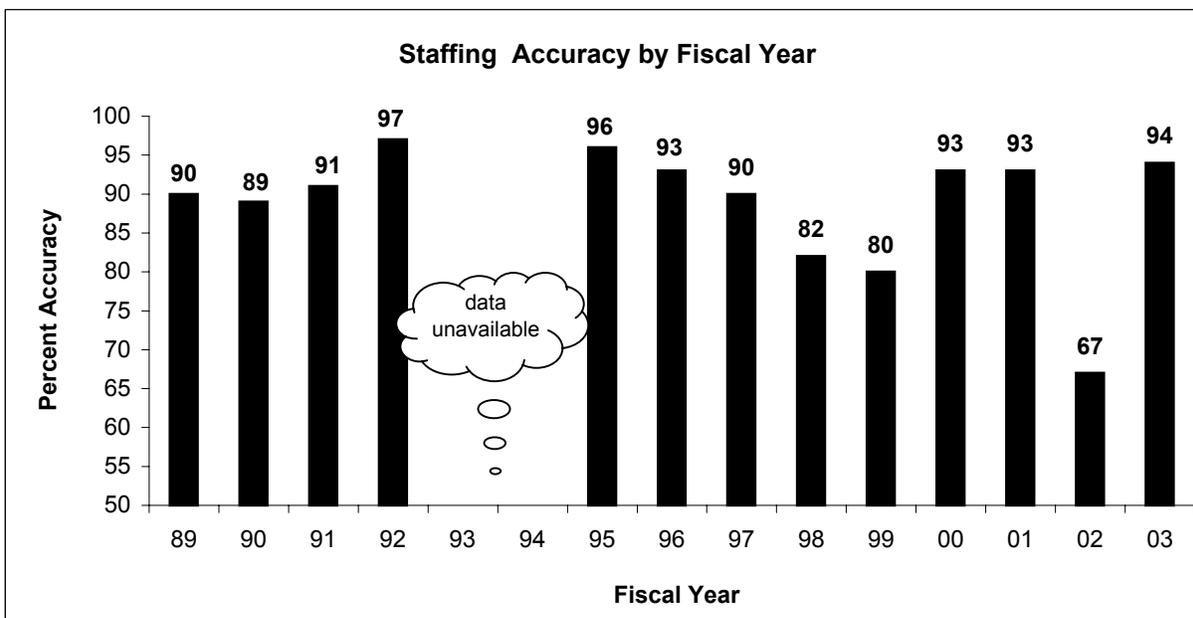
Analysis:

- Army met its objective of 55 calendar days in FY03. Average time to fill decreased by eight days from 58 days in FY02 to 50 days in FY03. The average time to fill is not a simple average of the four quarters; it is a weighted average, taking into account the number of vacancies filled in each quarter.
- This indicator tracks fill time from receipt of the Request for Personnel Action (RPA) in the personnel community (CPAC, CPOC, or CPO) until the date the offer is accepted. It includes placements into vacant positions subject to mandatory career referral procedures; includes PPP placements; includes temporary and permanent placements from internal and external sources into true vacancies. It does not include career ladder promotions or reassignment actions that merely represent a change in duties.
- See Appendix, p. A11, for region breakout.

2-4. Staffing - Regulatory and Procedural Compliance

Objective: Not Less than 90% Accuracy

Assessment: Met



Source: USACPEA survey reports

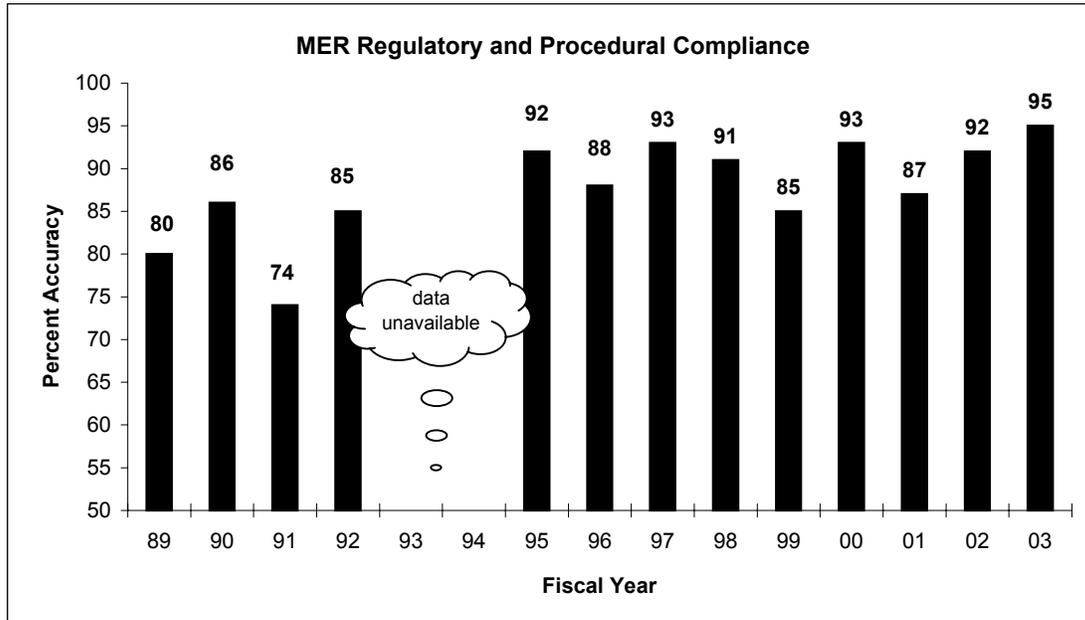
Analysis:

- Army met its objective of 90% accuracy. Audits of 120 placement and promotion actions resulted in a 94 percent compliance rate. This compliance rate is better than Army's objective of not less than 90 percent. A review of these actions indicated that errors consisted primarily of missing documentation of qualification determinations. The regulatory violations consisted of no advance written notice of the terms and conditions of a temporary promotion and promotion of an employee that did not meet the time after competitive appointment provisions.
- Note that the number of staffing actions reviewed in FY03 (120 in one region) is similar in size to samples from FY99 forward. Earlier years were larger.
- **This assessment was conducted at one region in FY03 and is not representative of Army-wide performance. See pages ii and iii for a discussion of sampling and generalizability of USACPEA results. See Appendix, p. A12 for individual on-site review information.**
- Staffing regulatory and procedural compliance is determined by conformance with requirements of law, regulation, and prescribed government-wide standards in the areas of appointments, promotions and internal placements (including reassignments, changes to lower grade, transfers, details and position changes during a period of grade or pay retention).

2-5. Management Employee Relations - Regulatory and Procedural Compliance

Objective: Not Less than 90% Accuracy

Assessment: Met



Source: USACPEA survey reports

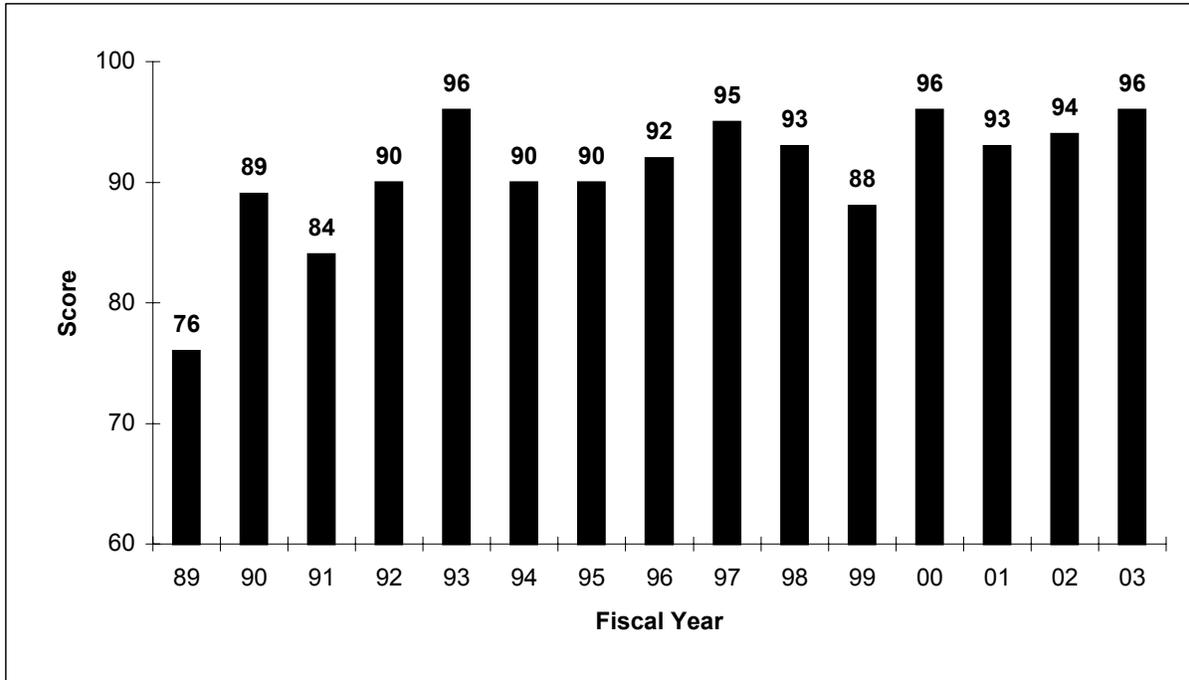
Analysis:

- Army met its objective of 90% accuracy. In FY03, USACPEA audited 162 actions at four CPACs for an overall compliance rate of 95%. All of the CPACs had 90% or better compliance.
- Compliance was at the 92% level in the area of incentive awards. USACPEA audited 92 awards and found seven errors. Each of the errors involved a lack of justification as part of the supporting documentation required to process the awards.
- Compliance was at 99% in the area of disciplinary/adverse actions. USACPEA audited 70 disciplinary actions and found one error. This compliance rate was better than Army's objective of not less than 90 percent and indicates that most actions were sufficiently detailed, progressive and supportable.
- **This assessment was conducted at four CPACs in one region for FY03 and is not representative of Army-wide performance. See pages ii and iii for a discussion of sampling and generalizability of USACPEA results. See Appendix, p. A13, for individual on-site review information.**
- Management-Employee Relations regulatory and procedural compliance is determined by conformance with requirements of law, regulation, and prescribed Government-wide standards in the areas of awards (quality-step increases, on-the-spot, special act/service, and performance) and adverse/disciplinary actions (removals for cause, conduct-related involuntary reductions in grade or pay, performance-based actions, suspensions, reprimands, and denial of within-grade increases).

2-6. HQ ACPERS Data Quality - OPM's CPDF Data Quality Composite

Objective: Score of at Least 96 (OPM Standard)

Assessment: Met



Source: U.S. Office of Personnel Management (OPM) Report

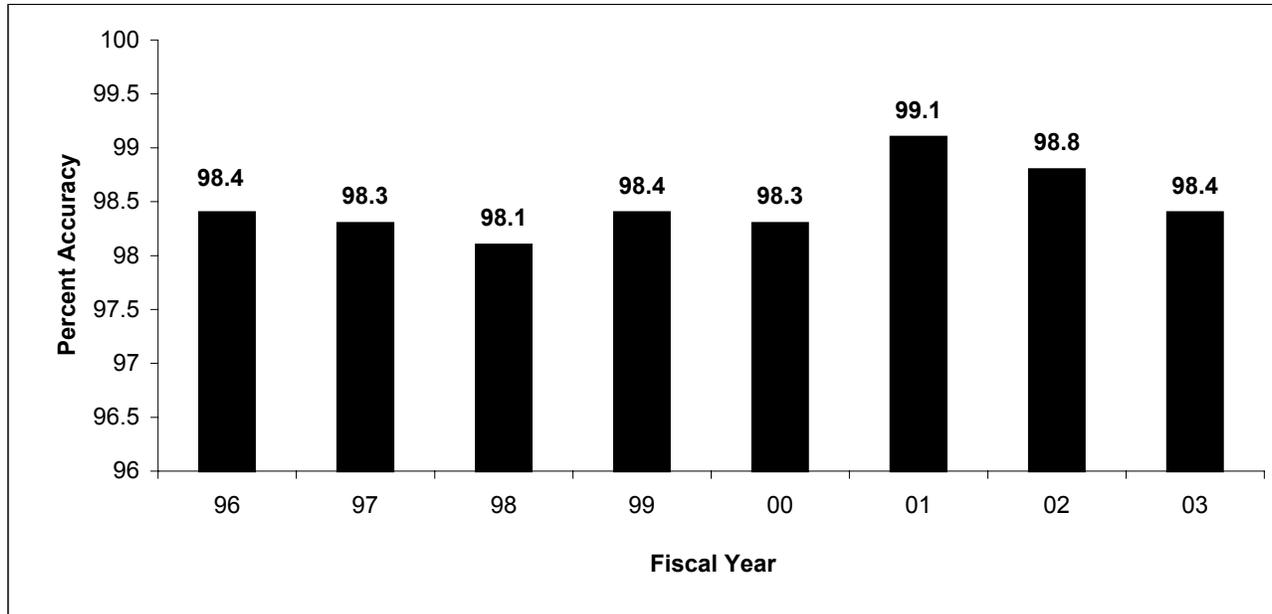
Analysis:

- Army met OPM's quality composite standard for FY03.
- The score displayed is a composite of seven items: (1) days to submit, (2) percent of records with valid data in the most used fields, (3) number of data elements valid on 99% of records, (4) percent of records without errors (status file), (5) percent CPDF record count compared to SF113A count, (6) percent of records timely, (7) percent of records without errors (dynamics file). See Appendix, p. A14, for OPM standards and Army performance on the individual items.
- OPM reports accuracy for quarterly periods. Fiscal year data presented above are averages of data for four quarters. The FY03 score represents only the first two quarters; third and fourth quarter data were not available at the time of publication. The *FY02 Annual Evaluation* contained data on only the first two quarters of FY02. Updating that with data from the last two quarters, the FY02 score remained at 94.

2-7. HQ ACPERS Data Quality - HQ ACPERS Quality Control Report

Objective: At least 98% Accuracy

Assessment: Met



Source: HQ ACPERS Quality Control Report (PCN:ZMA-56A) produced by HQDA (DAPE-CP-PSS)

Analysis:

- Army met its objective of 98% accuracy for FY03.
- The Quality Control Report covers appropriated fund, U.S. citizens only. The report is reviewed by staff at CPOCMA and G1. It is currently not distributed to the field. It has been effective during the redesign of HQ ACPERS and the centralization of Modern to screen these reports in order to work specific data problems. The report has two limitations -- it covers a subset of Defense Civilian Personnel Data System data fields and checks for field completion and a specified range of values only. Data errors not covered in this report are known to exist. Once the redesigned HQ ACPERS is in production a new Quality Control Report will be available.
- The report has been in production for years. Unfortunately, copies of the pre-FY96 reports were not retained.

2-8. DCPDS Data Quality

Objective: Not Less than 97% Accuracy

Assessment: Met

| Item Reviewed | # Items Reviewed | # Items Accurate | % Accuracy |
|---|------------------|------------------|------------|
| Employee Tenure | 25 | 25 | 100% |
| Appointment Type | 25 | 25 | 100% |
| Retirement System | 25 | 25 | 100% |
| Federal Employee Retirement System Coverage | 25 | 25 | 100% |
| Veterans Preference | 25 | 25 | 100% |
| Performance Rating Level | 25 | 25 | 100% |
| Service Computation Date (SCD) - Leave | 25 | 25 | 100% |
| Pay Plan | 25 | 25 | 100% |
| Pay Grade | 25 | 25 | 100% |
| Pay Step | 25 | 25 | 100% |
| Pay Rate Determinant | 25 | 25 | 100% |
| Within Grade Increase Due Date | 25 | 24 | 96% |
| TOTAL | 300 | 299 | 99% |

Source: USACPEA survey reports

Analysis:

- Army met its objective of 97% accuracy. All but one of the 12 individual data elements met the objective. USACPEA noted the single error was the next effective date for a within grade increase that was corrected while the review team was onsite.
- Data accuracy is defined as the "value" in the official personnel folder (OPF) being the same as that in the Defense Civilian Personnel Data System (DCPDS). No historical data are presented because the methodology has changed (i.e., earlier reviews were against HQ ACPERS data and some of the items reviewed have changed).

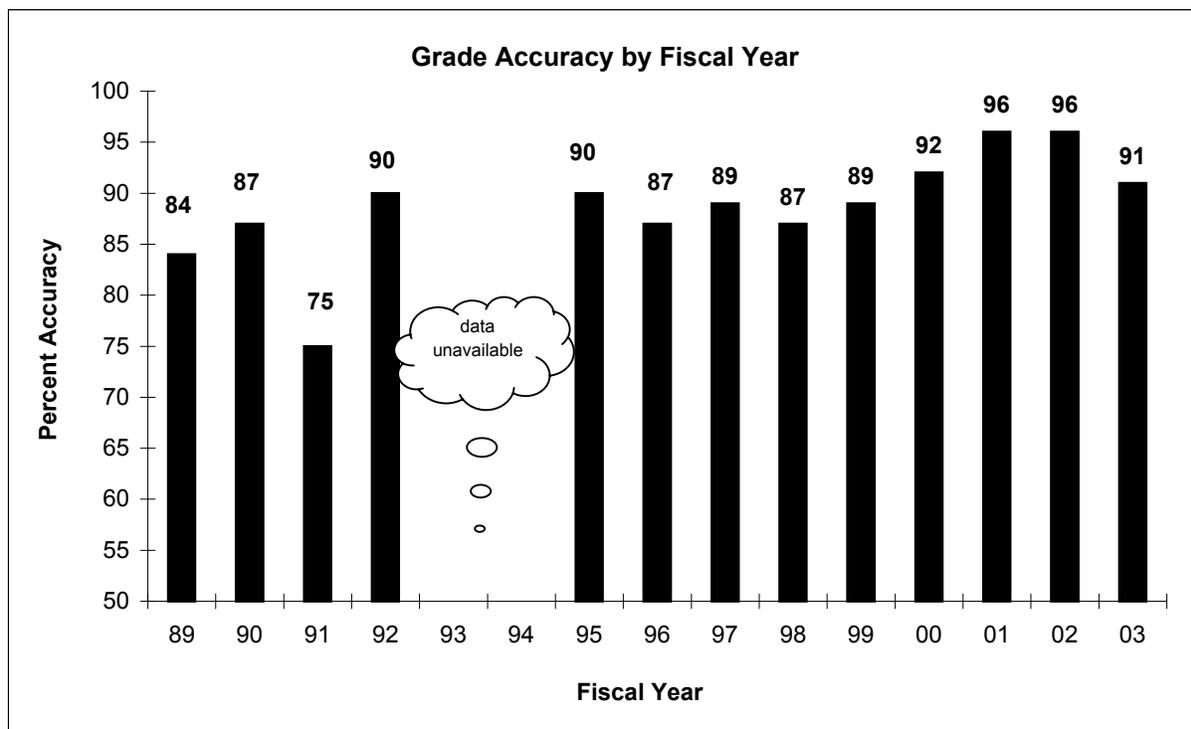


CPM Effectiveness

3-1. Grade Accuracy

Objective: Not Less than 90% Accuracy

Assessment: Met



Source: USACPEA survey reports

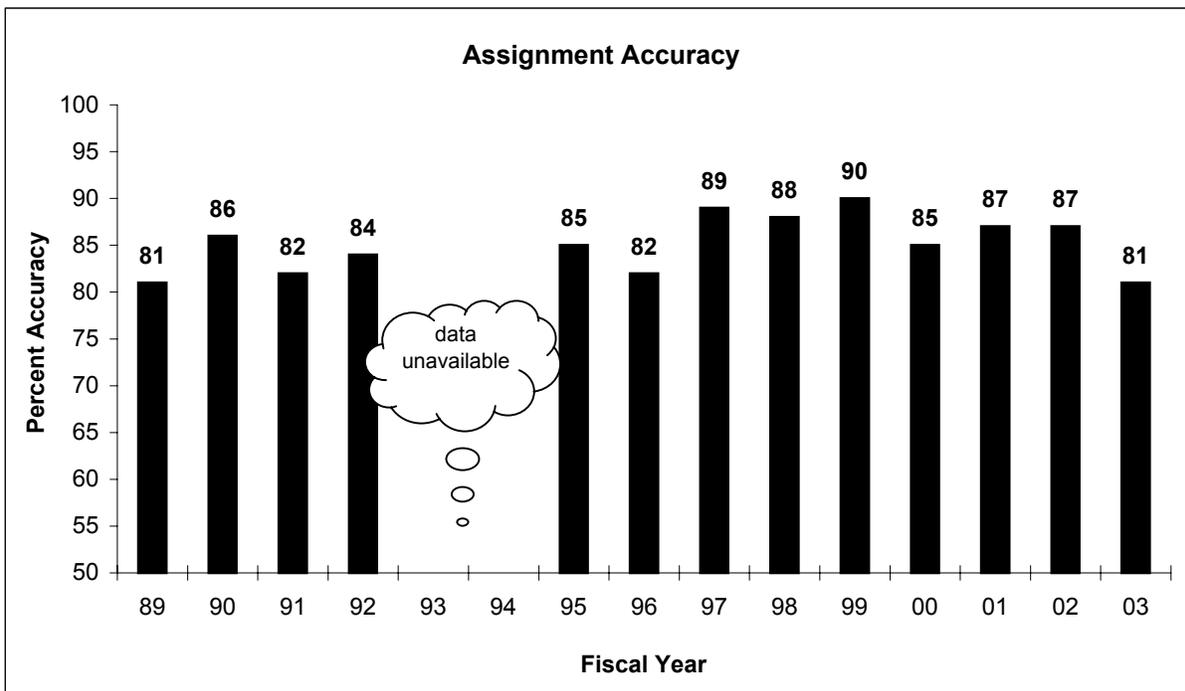
Analysis:

- The Army met its objective of 90% accuracy. There were seven grade errors (three upgrades and four downgrades) which produced an accuracy rate of 91 percent. Five of the grade errors were the result of improper classification and two were due to employee misassignments.
- **This assessment was conducted within one region in FY03 and is not representative of Army-wide performance. See pages ii and iii for a discussion of sampling and generalizability of USACPEA results. See Appendix, p. A15, for individual on-site review information.**
- Grade accuracy is determined by the percentage of positions found to be correctly graded in accordance with OPM classification standards.

3-2. Assignment Accuracy

Objective: Not Less than 90% Accuracy

Assessment: Not Met



Source: USACPEA survey reports

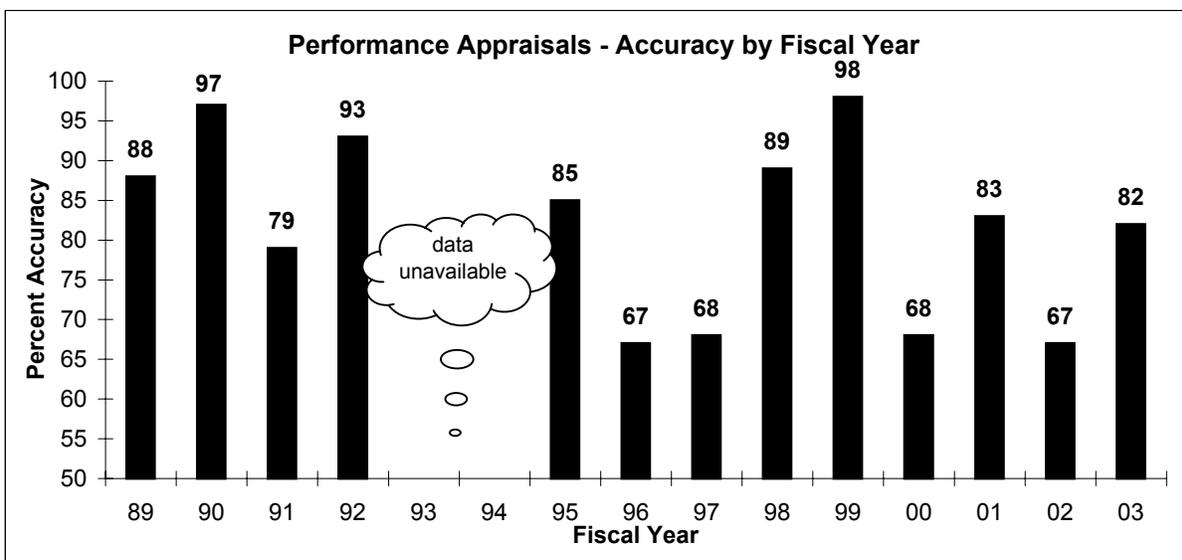
Analysis:

- Army did not meet its goal of 90% accuracy. Fifteen of 79 positions audited were misassignments resulting in an 81 percent accuracy rate. Only one of the four installations visited met the objective.
- **This assessment was conducted within one region in FY03 and is not representative of Army-wide performance. See pages ii and iii for a discussion of sampling and generalizability of USACPEA results. See Appendix, p. A16, for individual on-site review information.**
- Assignment accuracy is determined by the percent of position descriptions that accurately report the major duties being performed by the incumbent. Inaccuracies could include major duties in the official job description that are not being performed, as well as major duties being performed that are not reflected in the official job description.

3-3. Performance Appraisals - Regulatory and Procedural Compliance

Objective: Not Less than 90% Accuracy

Assessment: Not Met



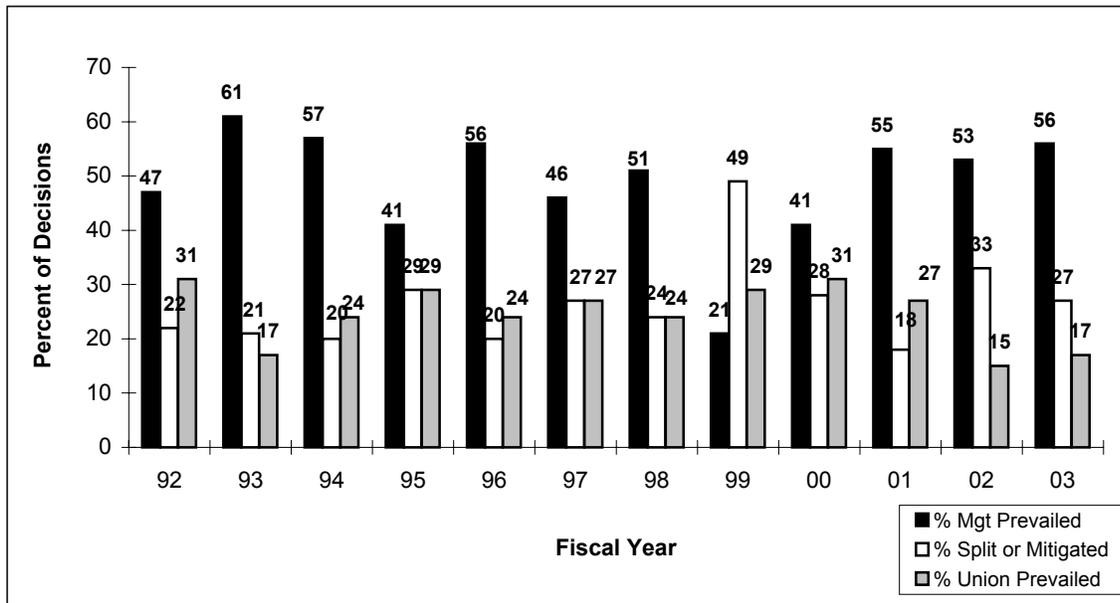
Source: USACPEA survey reports

Analysis:

- Army did not meet its goal of 90% accuracy.
- This chart shows compliance for two different performance appraisal systems - the Performance Management and Recognition System (PMRS; FY89-92 data) and the Total Army Performance Evaluation System (TAPES; FY95-03 data).
- USCPEA audited 71 performance management documents, in the form of Total Army Performance Evaluations. Thirteen errors were found for an overall compliance rate of 82 percent that failed to meet the Army objective of 90 percent. The errors made by managers involved a failure to complete performance ratings or not rating individual performance objectives.
- **This assessment was conducted within one region in FY03 and is not representative of Army-wide performance. See pages ii and iii for a discussion of sampling and generalizability of USACPEA results. See Appendix, p. A17, for individual on-site review information.**
- The FY03 performance appraisal compliance rate for TAPES is based on (1) completion of counseling checklists/support forms, (2) rating of individual objectives, (3) minimum 120 day rating period, (4) documentation of performance counseling, (5) signature(s) of rater/senior rater, (6) correct calculation of performance level, and (7) inclusion of EEO/Affirmative Action and Supervision/Leadership objectives on supervisory appraisals.

3-4. Arbitration Decisions - Percent Won, Lost, Split

Objective: None Established



Source: Field data submitted for Annual Civilian Personnel Management Statistical Reporting Requirements

Number of Decisions

| Fiscal Year | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|----------------------|----|----|----|----|----|----|----|----|----|----|----|----|
| Management Prevailed | 83 | 81 | 60 | 38 | 37 | 36 | 19 | 12 | 22 | 24 | 58 | 48 |
| Split or Mitigated | 38 | 28 | 21 | 27 | 13 | 21 | 9 | 27 | 15 | 8 | 36 | 23 |
| Union Prevailed | 55 | 23 | 25 | 27 | 16 | 21 | 9 | 16 | 17 | 12 | 16 | 15 |

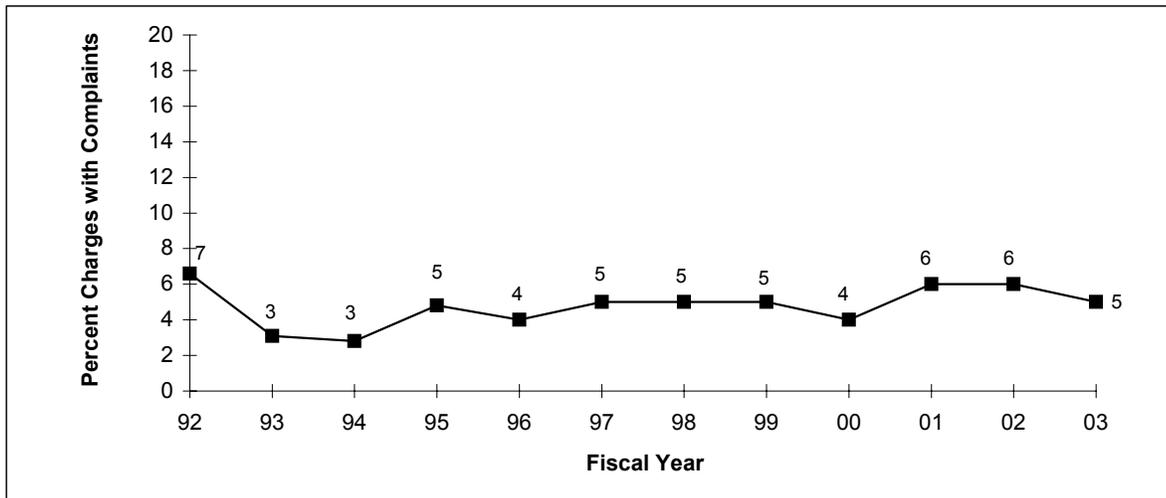
Analysis:

- In FY03, 56% of the decisions favored management, 17% favored the union, and 27% were split or mitigated. Historically, with the exception of FY99, management typically wins between 40 to 60 percent of the decisions. Over the past two years the union won fewer than 20 percent of the cases. FY99 was quite a different year - nearly 50% of the decisions were either split or mitigated, and only about one quarter favored management or the union.

- See Appendix, p. A18, for FY03 MACOM data.

3-5. Unfair Labor Practice - Percent of ULP Charges for Which Complaints are Issued by General Counsel, Federal Labor Relations Authority

Objective: None Established



Source: Field data submitted for Annual Civilian Personnel Management Statistical Reporting Requirements

| Fiscal Year | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|-------------------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| ULP Charges | 1347 | 972 | 679 | 607 | 530 | 381 | 759 | 433 | 625 | 365 | 340 | 287 |
| Complaints Issued | 89 | 30 | 19 | 29 | 23 | 18 | 41 | 22 | 27 | 23 | 20 | 14 |

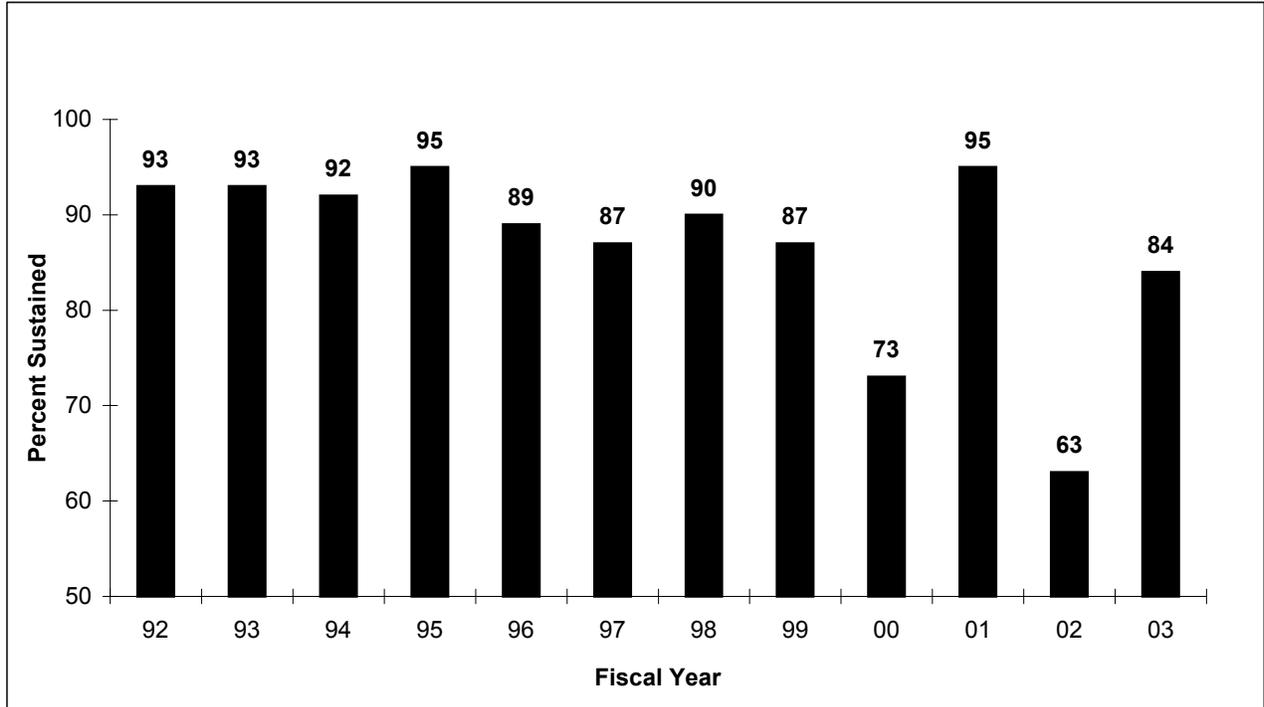
Analysis:

- The percent of ULP charges filed by unions for which complaints were issued by the FLRA decreased in FY03. The number of charges filed and complaints issued in FY03 are the lowest in eleven years. The Reserve Command, Corps of Engineers, Medical Command, and Army Materiel Command accounted for approximately 80% of the ULP charges in Army.
- See Appendix, p. A19, for FY03 MACOM data.

3-6. Classification Appeals - Percent Army Sustained

Objective: Not less than 90% OSD and OPM Sustainment

Assessment: Not Met



Source: HQDA (DAPE-CP-PPM)

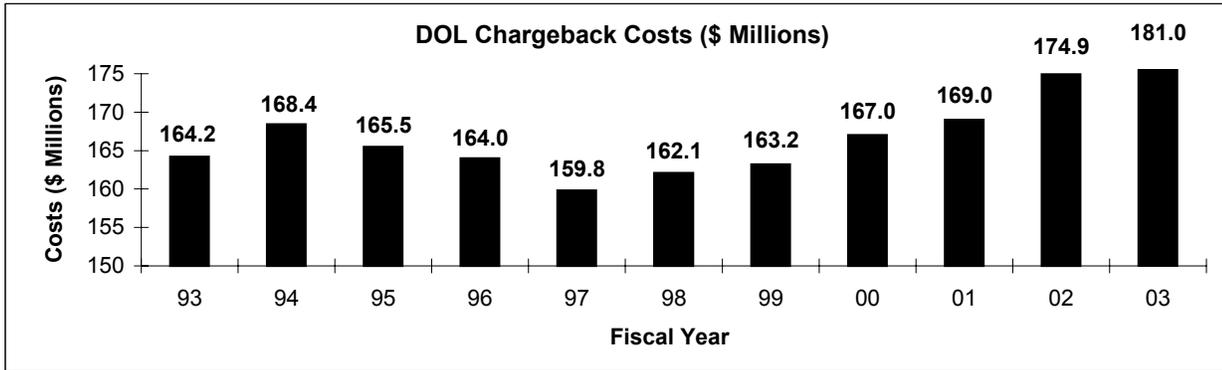
| Fiscal Year | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|---------------|-----|-----|-----|-----|----|----|-----|----|----|----|----|----|
| Total Appeals | 134 | 140 | 144 | 129 | 91 | 68 | 110 | 39 | 26 | 20 | 27 | 19 |
| Sustained | 124 | 130 | 133 | 122 | 81 | 59 | 99 | 34 | 19 | 19 | 17 | 16 |

Analysis:

- Although Army did not meet the objective, it only missed it by two appeals.
- The number of appeals continues to decline historically.
- Position descriptions are being reviewed for accuracy in FASCLASS to improve this metric.

3-7. Federal Employees Compensation Act (FECA) Benefits

Objective: None Established



Source: Dept. of Labor (DOL) annual Chargeback Bills.

Analysis:

- FY03 DOL chargeback costs (workers' compensation) increased by 6.1 million over FY02, and is 12.6 million over the FY94 peak. These figures have not been adjusted to account for inflation (i.e., medical inflation and periodic cost-of-living increases). In FY93 dollars, current costs would be much lower.
- Chargeback costs are total fatal, non-fatal, medical and rehabilitation costs.
- See Appendix, p. A20, for MACOM data.

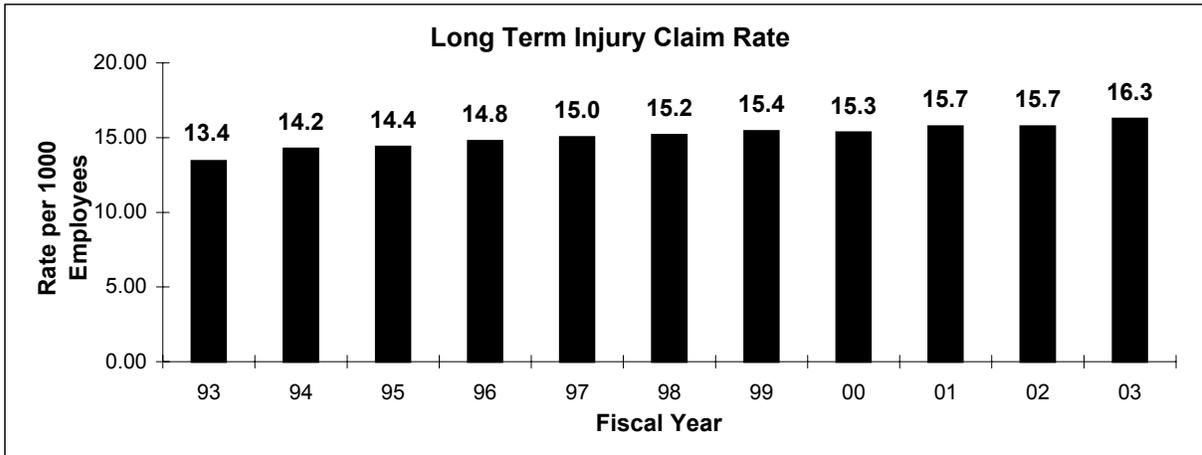
| Lost-Time Injury Rate (per 1000 Employees) | | | | | | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|------------|--------------|---------------|---------------|
| Command | Fiscal Year | | | | | | | | | | |
| | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
| AMC | 24.5 | 26.8 | 23.8 | 21.3 | 19.2 | 20.8 | 17.5 | 16.8 | 16.2 | 17.0 | 18.4 |
| FORSCOM | 44.4 | 39.1 | 38.4 | 37.7 | 36.7 | 30.7 | 46.0 | 31.9 | 38.4 | 31.5 | 22.8 |
| TRADOC | 29.1 | 30.1 | 27.6 | 29.3 | 25.9 | 31.1 | 31.1 | 23.4 | 15.2 | 18.3 | 33.8 |
| USACE | 18.2 | 19.7 | 17.6 | 13.7 | 14.3 | 13.8 | 12.2 | 9.4 | 8.8 | 9.2 | 21.0 |
| NGB | 37.3 | 37.9 | 36.3 | 33.3 | 32.5 | 31.5 | 30.2 | 27.3 | 14.3 | 24.8 | 9.7 |
| OTHER | NA | NA | NA | 18.5 | 21.5 | 21.2 | 9.6 | 16.2 | 8.2 | 16.7 | 16.6 |
| TOTAL | 153.5 | 153.6 | 143.7 | 153.8 | 150.1 | 149.1 | 146.6 | 125 | 101.1 | 117.48 | 122.25 |

U.S. Army Safety Center.

Analysis:

- Army-wide totals are not presented because data on "Other" Commands are not available for all years.
- The injury rate peaked during FY93-94 and 96 for most MACOMs. FY01 had the lowest injury rates for the MACOMs. Rates have been rising for the last two years.
- Injury rate is the number of lost time injuries per 1000 Army civilians.

3-7. Federal Employees Compensation Act (FECA) Benefits (Cont.)



Civilian Resource Conservation Information System.

Analysis:

- The number and rate of long term injury claims increased continuing the long term trend (see Appendix, p. A20).
- Long-term injury claims exclude death and permanently disabled cases. Data prior to FY93 are not reported because they are not based on the same definition (i.e., death and permanent disability cases were included).
- See Appendix, p. A20, for MACOM data.

Note: Data on a fourth FECA indicator, Continuation of Pay (COP) Days, were not available from DFAS.

3-8. Accuracy of MACOM and Career Program Budget Estimates for ACTEDS Intern Funds

Objective: Execute at Least 98% of Obligation Plan

Assessment: Met by 45% of Organizations

FY03 Percent Executed - Dollars and Workyears

| CMD CODE | MACOM | EXECUTION | |
|------------------|------------------------|-------------|-------------|
| | | Dollars | Workyears |
| AC | ACA | 100% | 14% |
| AS | INSCOM | 95% | 77% |
| AT | ATEC | 100% | 79% |
| CB | CIDC | 97% | 655% |
| CE | USACE | 100% | 86% |
| E1 | USAREUR | 100% | 95% |
| FC | FORSCOM | 100% | 49% |
| G6 | NETCOM | 100% | 78% |
| MA | MILITARY ACADEMY | 100% | 77% |
| MC | MEDCOM | 106% | 91% |
| MT | MTMC | 86% | 75% |
| MW | MDW | 100% | 85% |
| P1 | USARPAC | 100% | 75% |
| P8 | EUSA | 93% | 73% |
| SC | SMDC | 100% | 56% |
| SP | USASOC | 67% | 74% |
| TC | TRADOC | 102% | 102% |
| X1 | AMC | 100% | 89% |
| SU | USARSO | 20% | 9% |
| SE | USAFMSA | 100% | 99% |
| SA | HQDA | 100% | 97% |
| CS | SAFETY CENTER | 100% | 135% |
| SB | FCR TRANSPORTATION | 92% | 109% |
| SB | FCR CIVILIAN PERSONNEL | 105% | 105% |
| SB | FCR LOGISTICS | 100% | 149% |
| ARMY WIDE | | 100% | 94% |

Source: ODCSPER (G1), CHRA, Training Division, Central Programs Branch

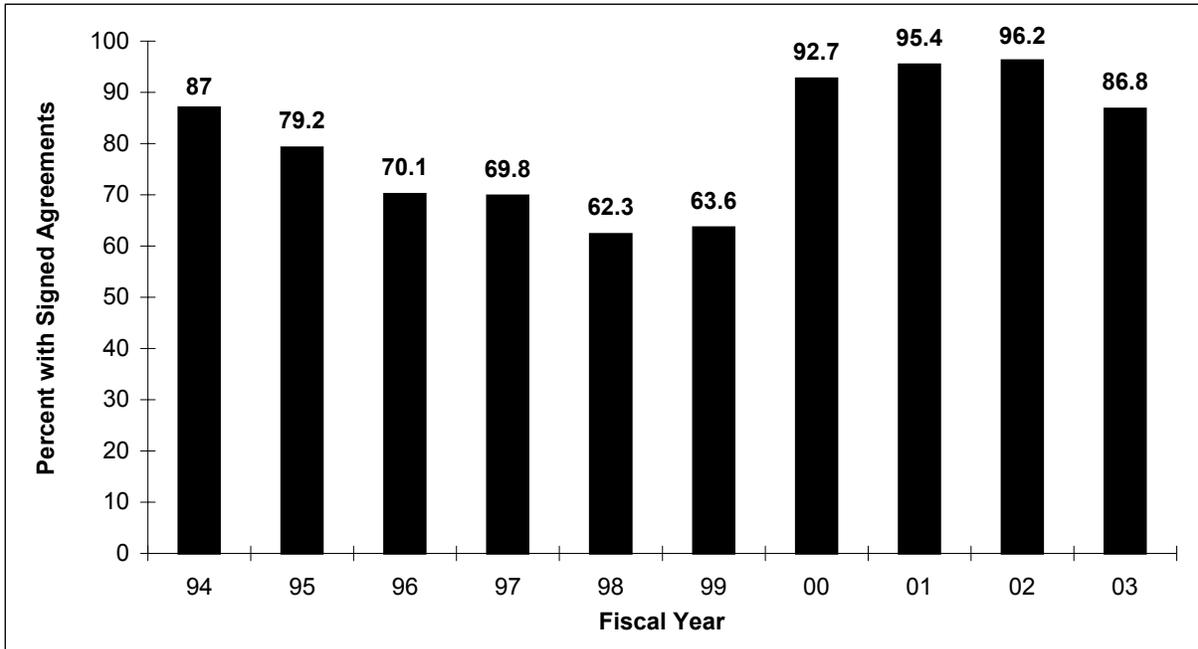
Analysis:

- Accuracy of command budget estimates was met or exceeded by 11 of the 25 recipients of FY03 funds meeting the objective for both dollars and work years.
- In FY03, Army executed 100% of its allocated ACTEDS intern dollars and 94% of its distributed work years.
- Data in Bold indicates that the objective was met.
- See Appendix, pp. A21, for FY03 Raw Data and FY96-03 percentages.

3-9. Percent of Pre-Identified Emergency Essential Employees with Signed Agreements

Objective: 90% with Signed Agreements

Assessment: Not Met



Source: HQ ACPERS

Analysis:

- Army did not meet its objective. USACE, USAREUR, FORSCOM, MPMC, and USARPAC fell below the objective.
- The population for the above analysis included employees coded as emergency essential (EE) who were also coded as being in EE positions. This population, which required "hits" on both employee and position codes, was considered more "conservative" than one based solely on the employee code. With rare exceptions, all EE employees should be in EE positions. However, in FY03, 776 of 1773 EE employees (44%) were in positions not coded as being EE. Army has two errors to be concerned about - the improper coding of EE positions and the failure to have signed agreements for all EE employees.
- See Appendix, p. A23, for raw data, MACOM data, and the computer codes used.
- Data prior to FY94 are not presented because the EE position codes needed for this analysis did not appear in earlier years.

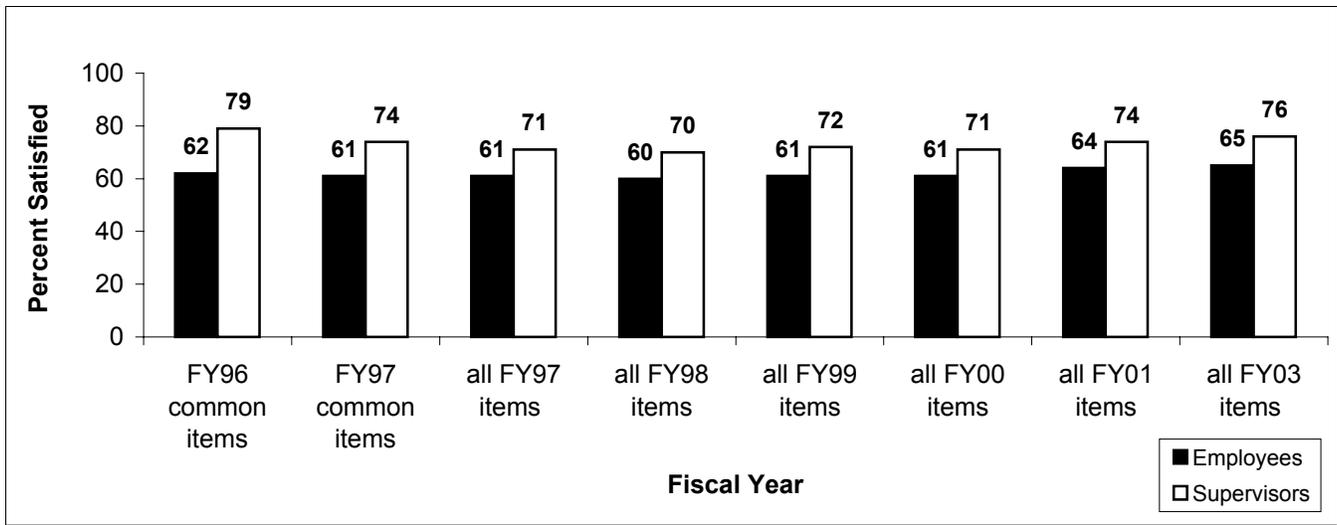


Work Force Morale

4-1. Satisfaction with Job

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

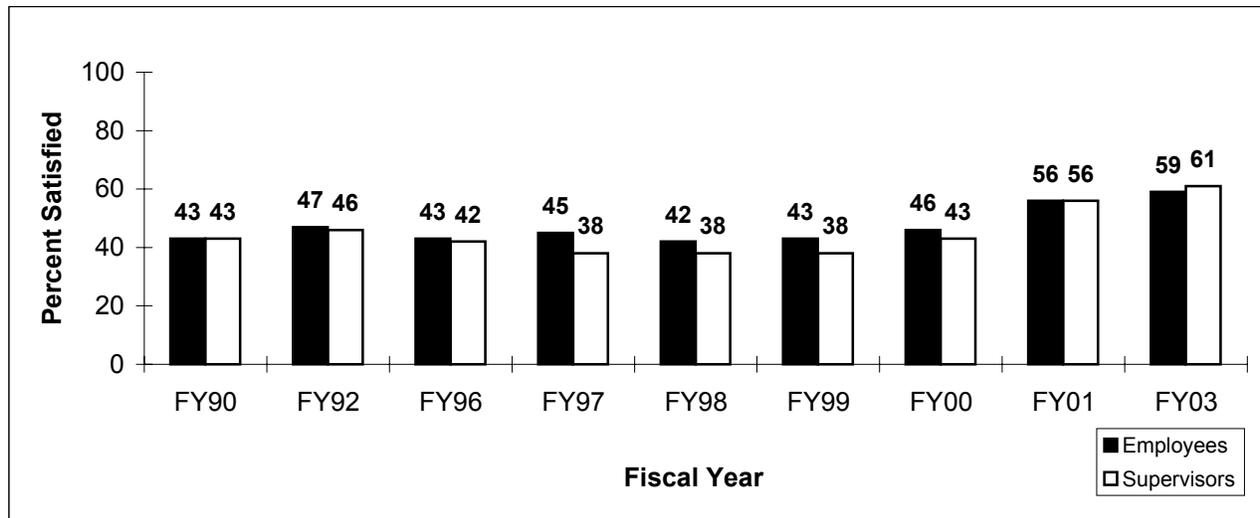
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of six survey items; the supervisor score was a composite of three survey items; three items overlapped. Currently, the employee and supervisor scores are each a composite of five identical survey items. See Appendix, pp. A24-26, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, the employee job satisfaction percentage stayed about the same, but the supervisor job satisfaction percentage dropped by five points. Both groups remained at about the same level until FY01, when employee and supervisor percentages rose by three points. Employee job satisfaction remained about the same; supervisor job satisfaction rose by two percentage points.
- The employee and supervisor baselines (average of previous five results) are 61% and 72% respectively. Employees and supervisors met the objective.
- Supervisors are more satisfied with their jobs than are employees.
- For FY03, employee job satisfaction ranged from 67% (FORSCOM, USACE) to 63% (AMC, USAREUR, "other" command codes). Supervisor job satisfaction ranged from 79% (USACE) to 74% (MEDCOM).

4-2. Satisfaction with Career

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

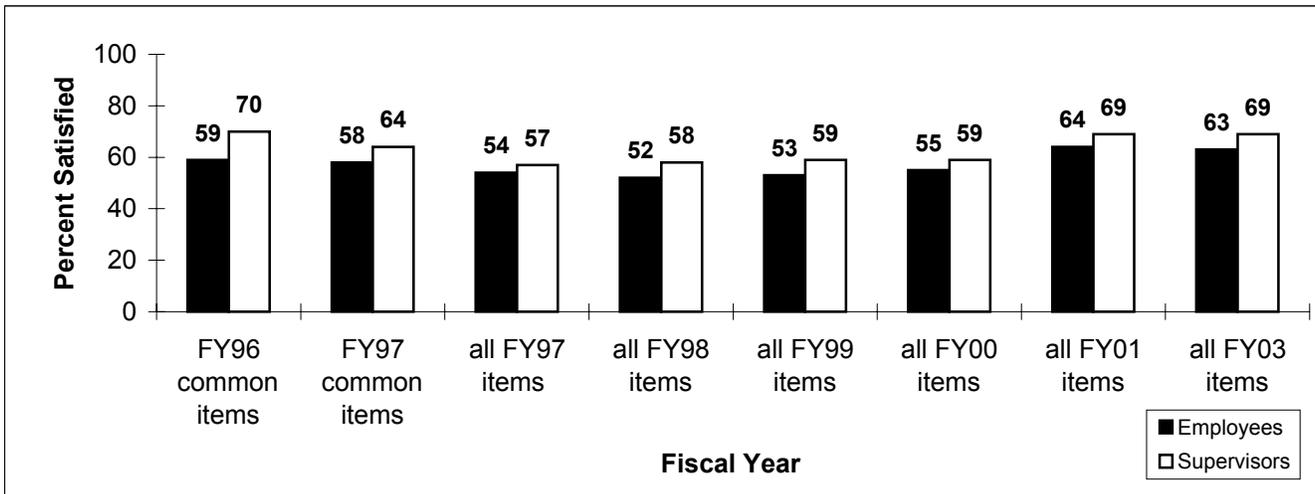
Analysis:

- This indicator measures whether people would recommend that others pursue a career with the Federal Government, the Army, or their specific Army organization. It does not directly measure satisfaction with their personal career. Satisfaction is defined as the top two ratings in a five-point scale. Baseline performance is calculated by averaging the satisfaction ratings for the previous four survey administrations. The employee and supervisor scores are each a composite of three identical survey items. See Appendix, pp. A27-28, for the rating scale, individual survey items, raw scores, and MACOM results.
- The baselines (average of previous five results) for employees and supervisors are 46% and 43%, respectively. The FY03 results are 59% for employees and 61% for supervisors. Employees and supervisors met the objective.
- Overall, both groups were more willing to recommend the Federal Government, the Army, and their organization as an employer to others than in previous years. Satisfaction with career has improved substantially since FY99.
- For FY03, employee career satisfaction ranged from 61% (USAREUR) to 55% (FORSCOM). Supervisor career satisfaction ranged from 64% (USAREUR) to 55% (FORSCOM).

4-3. Satisfaction with Supervisor

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

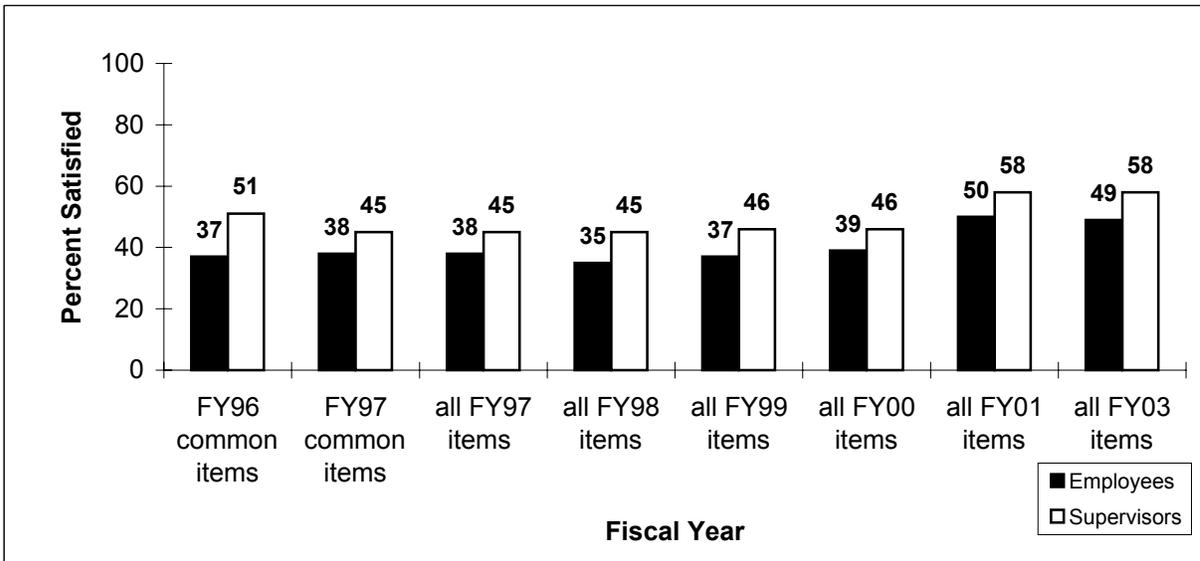
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of seven survey items; the supervisor score was a composite of four survey items; two items overlapped. Currently, the employee and supervisor scores are each a composite of eight identical survey items. See Appendix, pp. A29-31, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, the employee satisfaction percentage stayed about the same and the supervisor percentage dropped by six points in FY97. Both groups remained at about the same level until FY01, when employee satisfaction with supervisor rose by 9 percentage points and supervisor satisfaction rose by 10 percentage points. The FY03 results are about the same.
- The baselines (average of previous five results) for employees and supervisors are 56% and 60% respectively. The FY03 results are 63% for employees and 69% for supervisors. Employees and supervisors met the objective.
- Overall, although satisfaction with supervisor is lower among employees than among supervisors, the level of satisfaction has improved substantially over the past three years.
- For FY03, employee satisfaction ratings ranged between 66% (TRADOC, USACE) to 61% (AMC). Supervisor satisfaction ratings ranged from 73% (USACE) to 65% (MEDCOM).

4-4. Satisfaction with Management

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

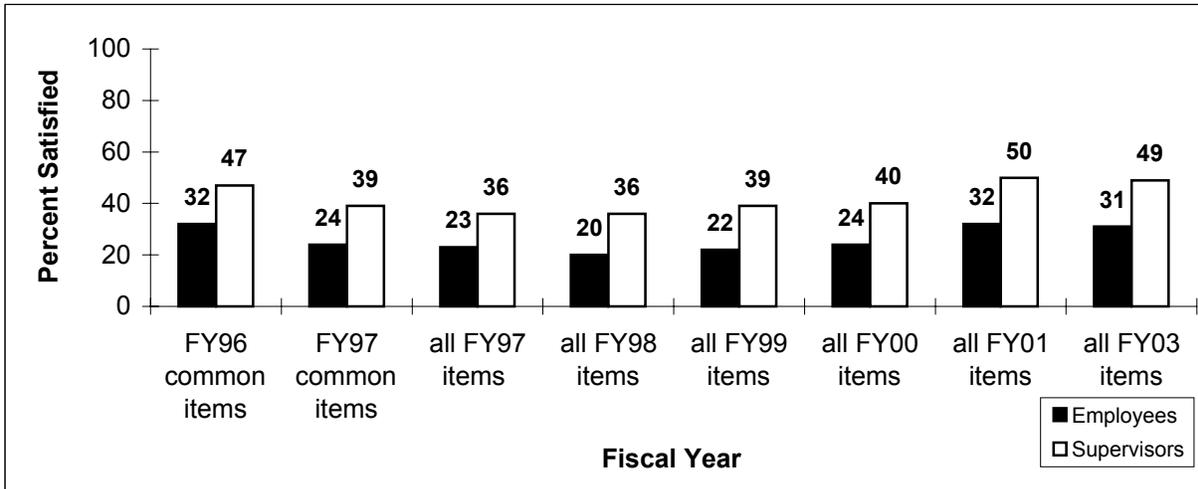
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee and supervisor scores were each a composite of six identical survey items. Currently, the employee and supervisor scores are each a composite of five identical survey items. See Appendix, pp. A32-34, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, the employee satisfaction percentage stayed about the same and the supervisor satisfaction percentage dropped by six points. From FY97 through FY00 employee and supervisor satisfaction with management had been relatively unchanged; however, in FY01 both employee and supervisor satisfaction with management rose sharply - and have remained at these levels in FY03.
- The baselines (average of previous five results) for employees and supervisors are 40% and 48% respectively. The FY03 results are 49% for employees and 58% for supervisors. Employees and supervisors met the objective.
- Overall, both groups have become more satisfied with management. Employees are less satisfied than supervisors with management.
- For FY03, employee satisfaction with management ranged from 54% (TRADOC) to 43% (AMC). Supervisor satisfaction with management ranged from 61% (TRADOC) to 55% (MEDCOM).

4-5. Satisfaction with Promotion System

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

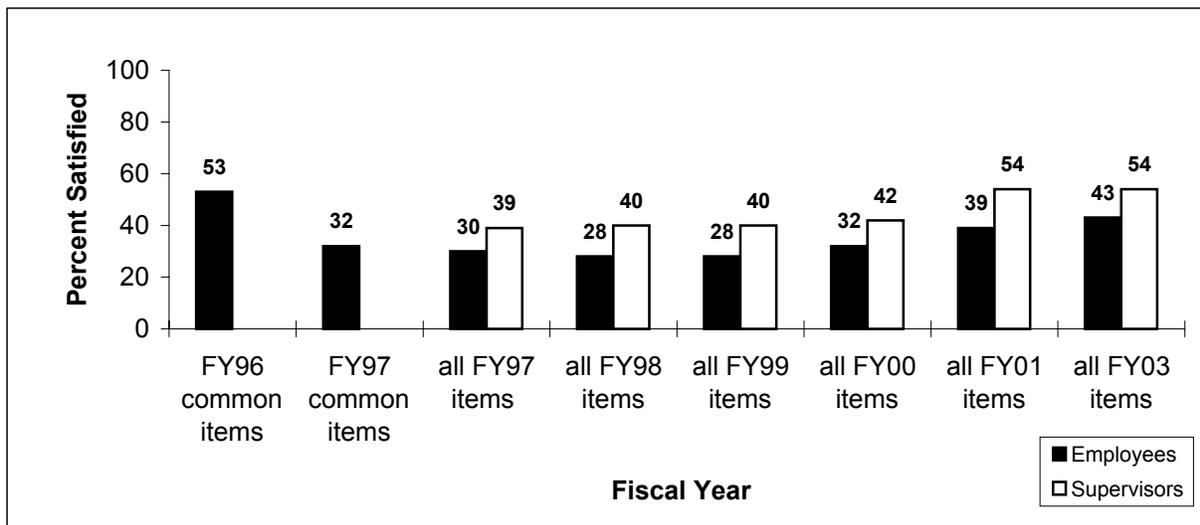
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items; the supervisor score was a composite of three survey items; two items overlapped. Currently, the employee score is a composite of four survey items; the supervisor score is a composite of five survey items; four items overlap. See Appendix, pp. A35-37, for the rating scales, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, FY97 satisfaction with the promotion system dropped by eight percentage points for both employees and supervisors. From FY98 through FY01, employee and supervisor satisfaction with the promotion system rose by 12 and 14 percentage points. FY03 results stayed about at those levels.
- The baselines (average of five previous results) for employees and supervisors are 24% and 40% respectively. The FY03 results are 31% for employees and 49% for supervisors. Employees and supervisors met the objective.
- Overall, although employee satisfaction levels remain low, perceptions about the promotion system have changed. Note the large difference between supervisor and employee results.
- For FY03, employee satisfaction with promotion system ranged from 37% (USACE) to 26% (MEDCOM). Supervisor satisfaction with promotion system ranged from 59% (USACE) to 41% (MEDCOM).

4-6. Satisfaction with Awards and Recognition

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

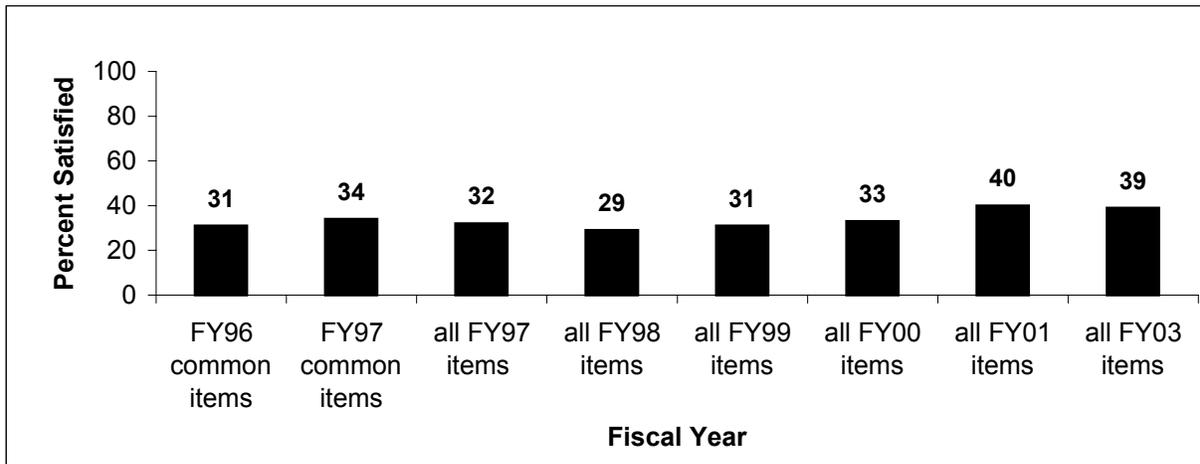
Analysis:

- This indicator measures whether employees are satisfied with the link between job performance and awards/recognition.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items; the supervisor survey did not contain items on this topic. Currently, the employee and supervisor scores are each a composite of four identical survey items. One survey item was revised in FY97. See Appendix, pp. A38-39, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, employee satisfaction with awards and recognition dropped by 21 percentage points. Perceptions began to improve for both groups in FY00. Both groups have improved by nearly 15 percentage points since FY99.
- The baselines (average of five previous results) for employees and supervisors are 31% and 43% respectively. The FY03 results are 43% for employees and 54% for supervisors. Employees and supervisors met the objective.
- The level of supervisor satisfaction is much higher than employee satisfaction - but the gap narrowed in FY03. The employee satisfaction trend continues to improve.
- For FY03, employee satisfaction ranged from 46% (USACE) to 37% (MEDCOM). Supervisor satisfaction ranged from 61% (USACE) to 46% (MEDCOM).

4-7. Satisfaction with Discipline/Grievance/EEO Procedures

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Met



Source: Army Civilian Attitude Survey (employee version)

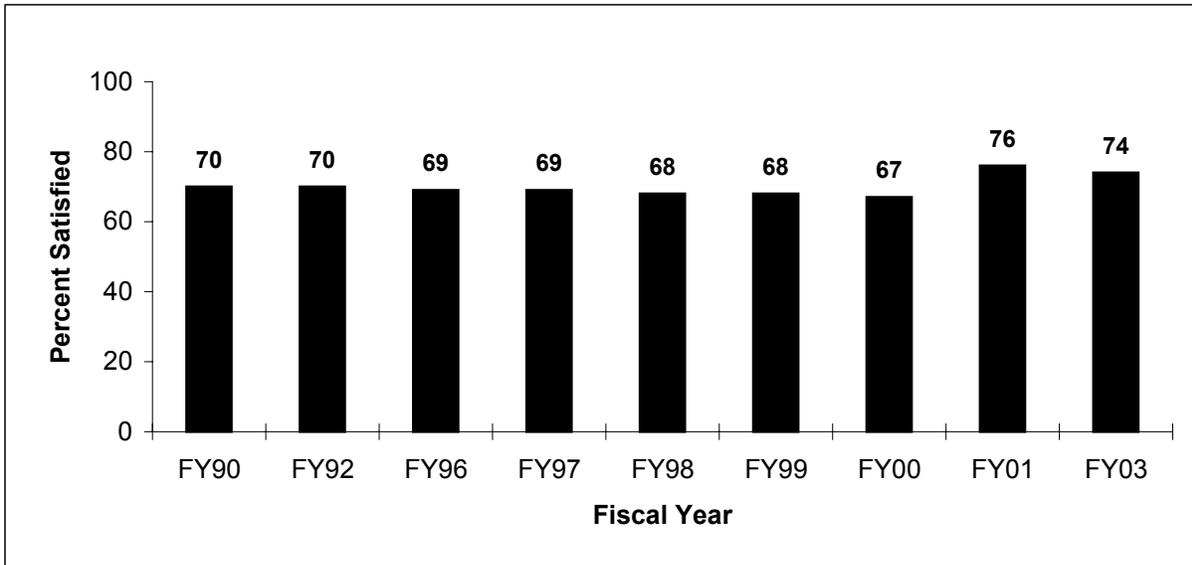
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items. Currently, the employee score is a composite of four re-worded items. Supervisor surveys did not contain items on this topic. See Appendix, pp. A40-41, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, employee satisfaction with increased by three percentage points in FY97. From FY98 through FY01 employee satisfaction rose by 11 percentage points, with 7 of those points coming between FY00 and FY01. FY03 results declined by 2 percentage points.
- The baseline (average of previous five results) for employees is 33%. FY03 results are 39% for employees. Employees met the objective.
- Overall, although perceptions have improved dramatically over the past three years, employees are not satisfied with administrative procedures related to discipline, grievances, and EEO.
- For FY03, employee satisfaction ranged from 43% (USACE) to 34% (AMC).

4-8. Satisfaction with Work Group

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Met



Source: Army Civilian Attitude Survey (employee version)

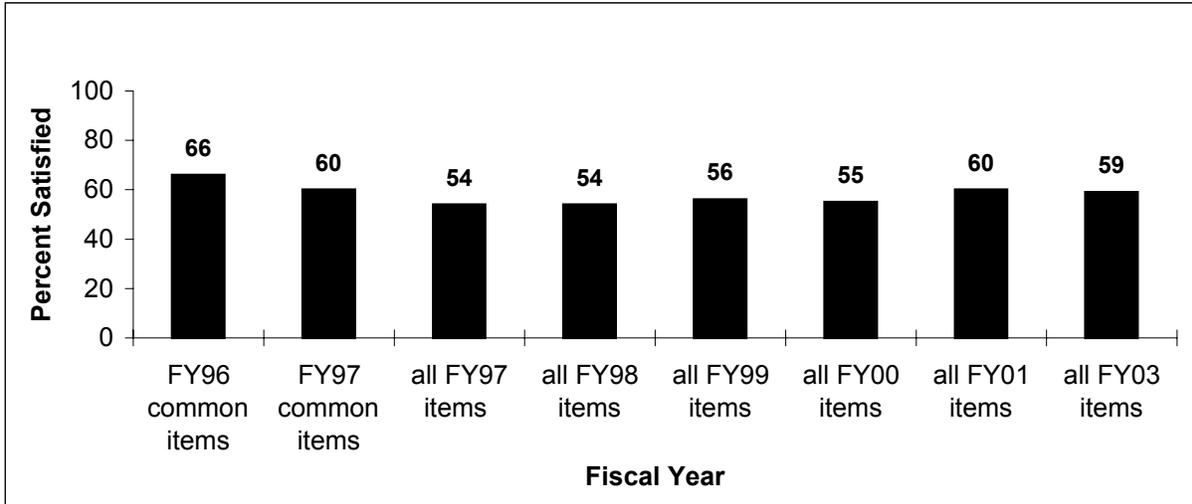
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale. Baseline performance is calculated by averaging the satisfaction ratings for the previous four survey administrations. The employee score is a composite of three survey items. Supervisor surveys did not contain items on this topic. See Appendix, pp. A42-43, for the rating scale, individual survey items, raw scores and MACOM results.
- The baseline for employees is 69%. The FY03 satisfaction score is 74%. The objective of 5% improvement over the baseline was met.
- Overall, employees are very satisfied with their co-workers.
- For FY03, employee satisfaction with work group ranged from 76% (TRADOC) to 70% (MEDCOM).

4-9. Satisfaction with Amount of Authority

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Met



Source: Army Civilian Attitude Survey (supervisor version)

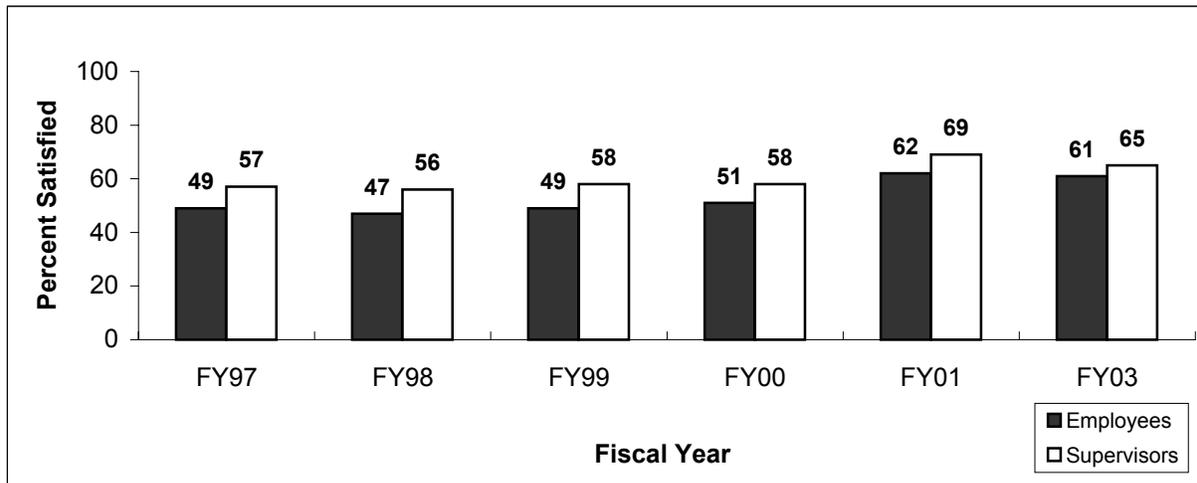
Analysis:

- This indicator measures the degree to which supervisors are satisfied with the amount of authority they have to carry out their responsibilities properly. Satisfaction is defined as the top rating in a three-point scale.
- This indicator was revised in FY97. Prior to FY97, the supervisor score was a composite of eleven survey items. Currently the supervisor score is a composite of twelve items, ten of which overlap. The employee survey did not contain items on this topic. See Appendix, pp. A44-46, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, supervisor satisfaction with authority drops by six percentage points in FY97. From FY97, through FY00 supervisor satisfaction was relatively unchanged. However, in FY01 the level rose by five percentage points and remained about the same in FY03.
- The baseline (average of previous five results) for supervisors is 56%. FY03 results are 59% for supervisors. Supervisors met the objective.
- Overall, supervisors are satisfied with the amount of authority provided them to carry out their personnel management responsibilities.
- For FY03, supervisor satisfaction with authority ranged from 62% (USACE) to 57% (MEDCOM).

4-10. Satisfaction with Training and Development

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

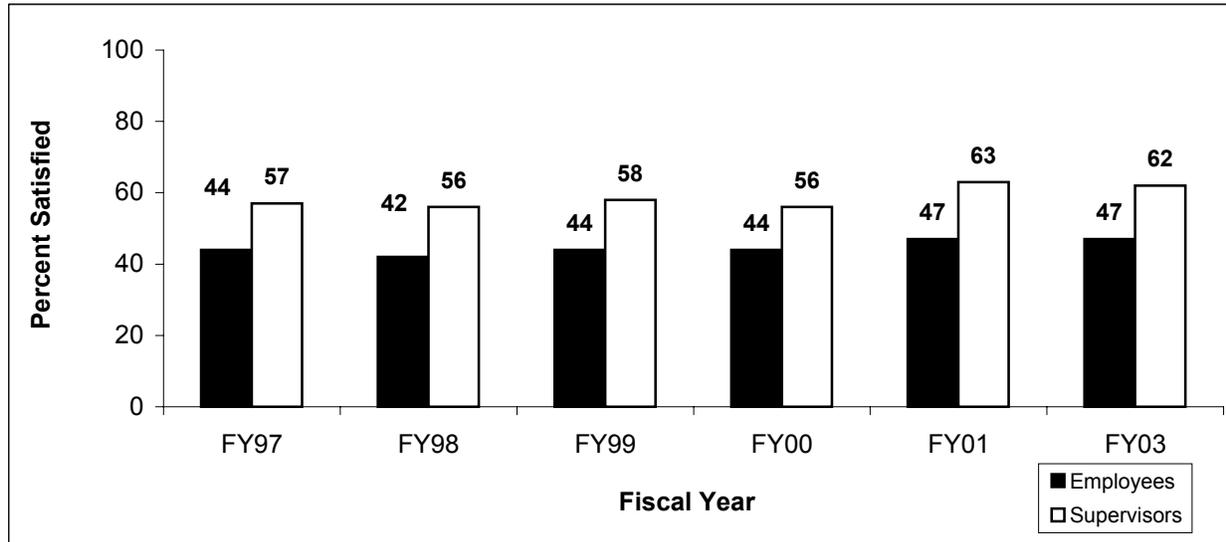
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- The employee score is a composite of three survey items; the supervisor score is a composite of three survey items; no items overlap. See Appendix, pp. A47-49, for the rating scales, individual survey items, raw scores and MACOM results.
- Employee and supervisor satisfaction with training and development had been relatively unchanged from FY97, when this indicator was created, through FY00. In FY01 satisfaction levels rose by 11 percentage points for both groups. Employee satisfaction remained about the same in FY03; however, supervisor satisfaction declined by 4 percentage points.
- The baseline (average of five previous results) for employees and supervisors is 52% and 60% respectively. The FY03 results are 61% for employees and 65% for supervisors. Employees and supervisors met the objective.
- Supervisors are more satisfied with the training and development system than are employees, but levels have improved.
- For FY03, employee satisfaction with training and development ranged from 66% (USACE) to 57% (TRADOC). Supervisor satisfaction ratings ranged from 68% (AMC, USACE) to 58% (USAREUR).

4-11. Satisfaction with Fairness

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



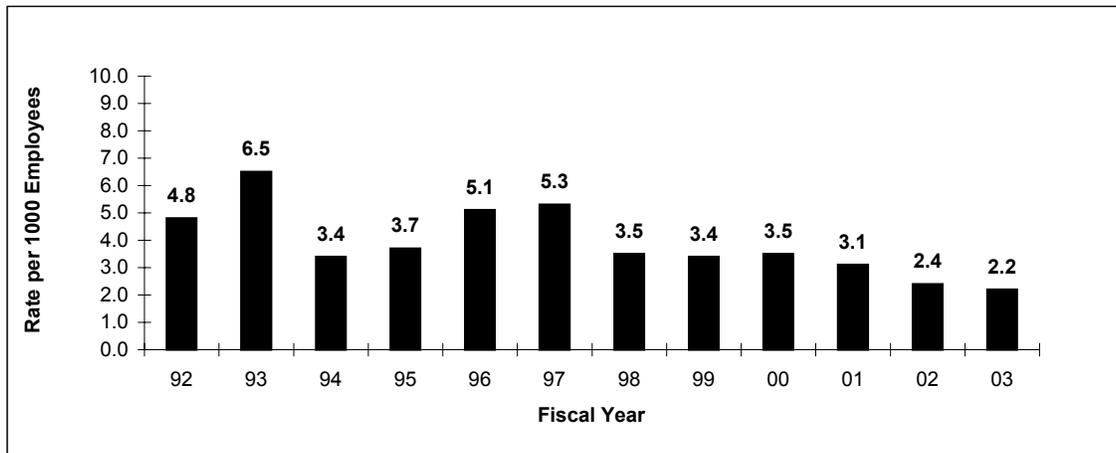
Source: Army Civilian Attitude Survey (employee and supervisor versions)

Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- The employee and supervisor scores are each a composite of six identical survey items. See Appendix, pp. A50-52, for the rating scales, individual survey items, raw scores, and MACOM results.
- Employee and supervisor satisfaction with fairness stayed about the same in FY03.
- The baseline (average of previous five results) for employees and supervisors is 44% and 58% respectively. FY03 results are 47% for employees and 62% for supervisors. Employees and supervisors met the objective.
- Supervisors are more satisfied with fairness than are employees. The gap between employee and supervisor satisfaction has widened.
- For FY03, employee satisfaction with fairness ranged from 51% (USAREUR) to 42% (AMC). Supervisor results ranged from 65% (FORSCOM) to 60% (TRADOC).

4-12. Number of Formal Grievances (Under Administrative Grievance Procedures) - Rate per 1000 Non-Bargaining Unit Employees

Objective: None Established



Source: No. grievances from field data submitted for annual Civilian Personnel Management Statistical Reporting Requirements;
No. non-bargaining unit employees from HQ ACPERS

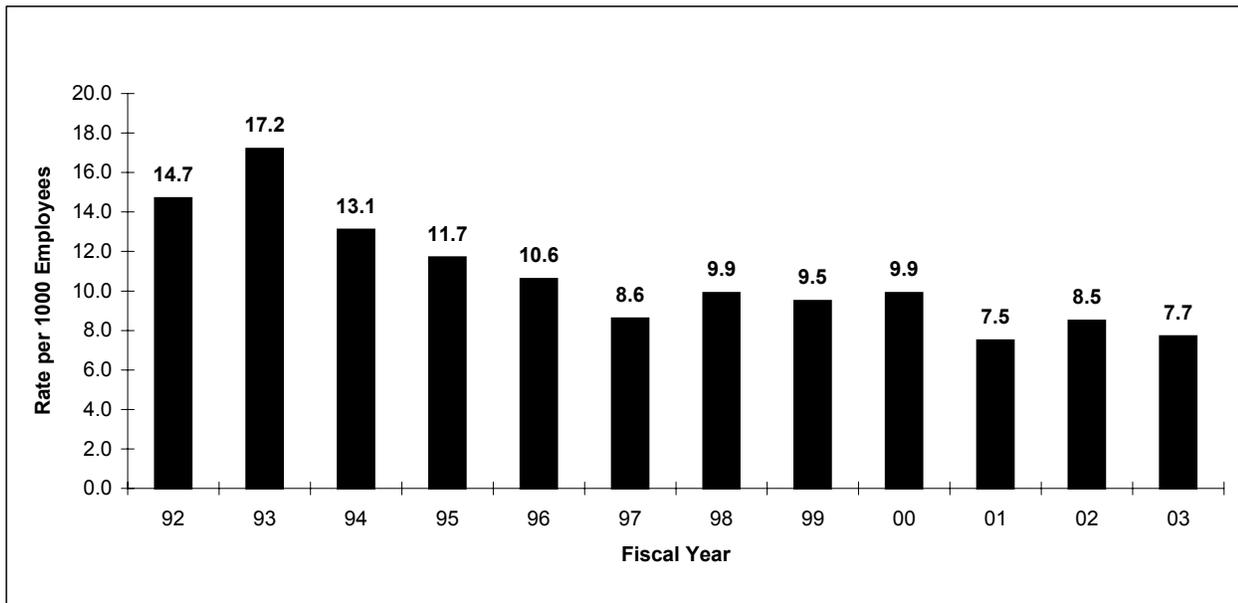
| Fiscal Year | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|----------------------|---------|---------|---------|---------|--------|--------|--------|--------|--------|--------|--------|--------|
| No. Grievances | 631 | 769 | 376 | 387 | 510 | 485 | 302 | 293 | 289 | 249 | 211 | 187 |
| No. Non-BU Employees | 130,206 | 118,447 | 109,800 | 105,679 | 99,088 | 91,490 | 87,304 | 85,130 | 83,600 | 81,605 | 86,757 | 85,930 |

Analysis:

- The FY03 rate of 2.2 is the lowest in eleven years. The number of formal grievances under administrative grievance procedures continues to decline.
- See Appendix, p. A53, for FY03 MACOM data.
- Non-bargaining unit (BU) employees were identified by codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.

4-13. Number of Formal Grievances (Under Procedures Negotiated with Unions) - Rate per 1000 Bargaining Unit Employees

Objective: None Established



Source: No. grievance from field data submitted for annual Civilian Personnel Management Statistical Reporting Requirements;
No. bargaining unit employees from HQ ACPERS

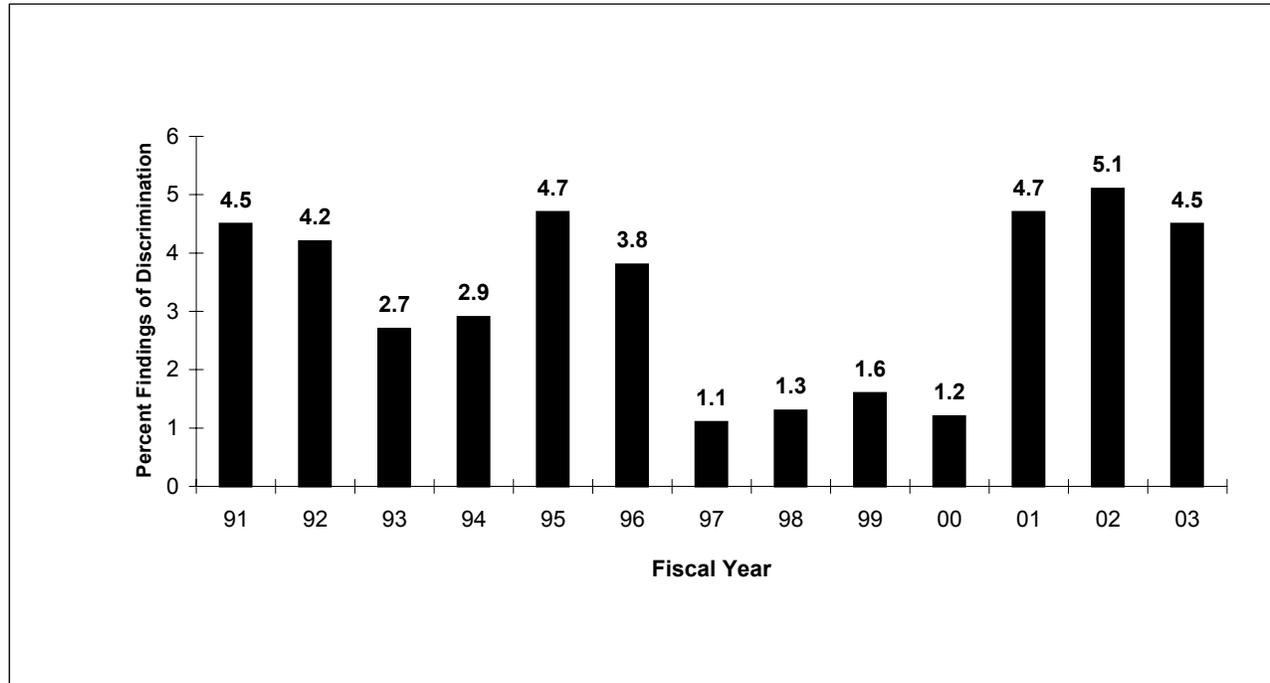
| Fiscal Year | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| No. Grievances | 2,653 | 2,434 | 1,808 | 1,575 | 1,357 | 1,071 | 1,181 | 1,086 | 1,119 | 855 | 951 | 866 |
| No. BU Employees | 180,609 | 141,847 | 138,071 | 134,062 | 127,594 | 124,208 | 119,841 | 113,748 | 113,554 | 113,902 | 112,215 | 112,261 |

Analysis:

- In FY03, the rate of grievances was 7.7. This is in line with the long term declining trend in the rate of formal grievances among bargaining unit employees.
- See Appendix, p. A54, for FY03 MACOM data.
- Bargaining unit (BU) employees were identified by subtracting from the total population all employees with codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.

4-14. EEO Complaints - Percent DA Final Findings of Discrimination

Objective: None Established



Source: EEOCCRA, does not include cases adjudicated by the Equal Employment Opportunity Commission, Architectural and Transportation Barriers Compliance Board, or federal civil court

| Fiscal Year | 91 | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01* | 02 | 03 |
|--------------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| No. Formal Complaints Filed | 1494 | 1692 | 1905 | 2108 | 1825 | 1398 | 1565 | 1451 | 1366 | 1346 | 1139 | 1124 | 1069 |
| No. to EEOCCRA | 419 | 500 | 479 | 722 | 426 | 314 | 543 | 472 | 493 | 499 | 596 | 489 | 398 |
| No. Findings of Discrimination | 19 | 21 | 13 | 21 | 20 | 12 | 6 | 6 | 8 | 6 | 28 | 25 | 18 |

Analysis:

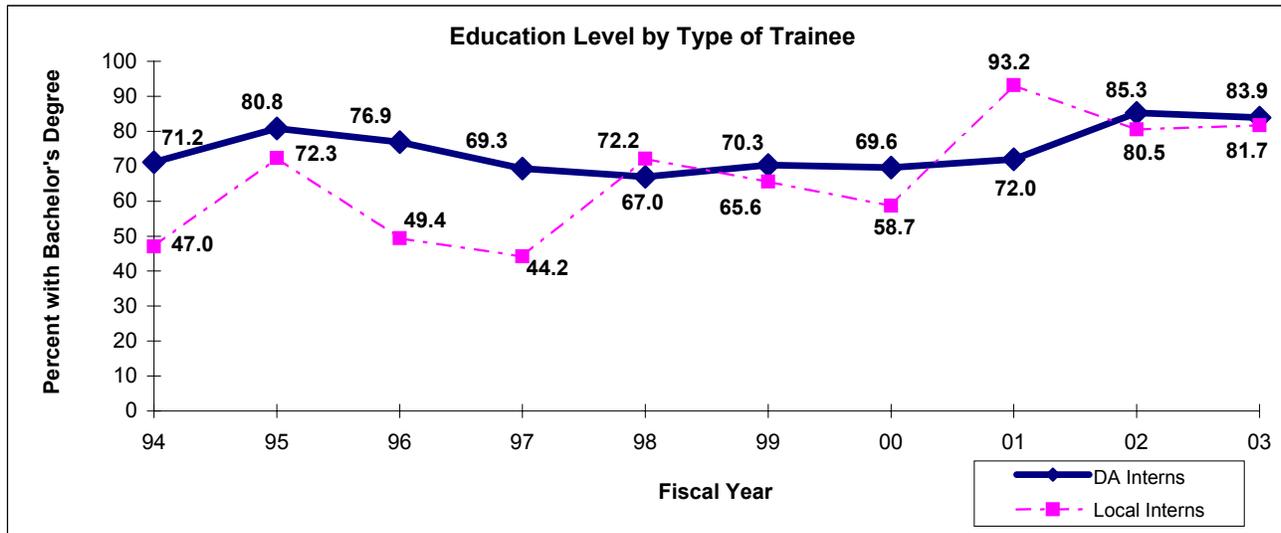
- Most complaints are either dismissed, withdrawn or settled before reaching Equal Employment Opportunity Compliance & Complaints Review Agency (EEOCCRA). In FY03, 37% of the formal EEO complaints filed made it to EEOCCRA for Final Agency Decision.
- The 5% reduction in formal complaints in FY03 was complimented by a 19% reduction in the number that EEOCCRA received for final agency decision. Final findings of discrimination also dropped from 25 in FY02 to 18 in FY03. The rise in FY01 and FY02 may be related to the fact that the authority of administrative judges was increased in 1999 from recommending to rendering decisions.
- * Change to FY01 corrects inclusion of dismissal decisions at installation level.



Work Force Quality

5-1. New Interns - Education Level

Objective: None Established



Source: DAPE-CP-CP

Number with and without Bachelor's Degree

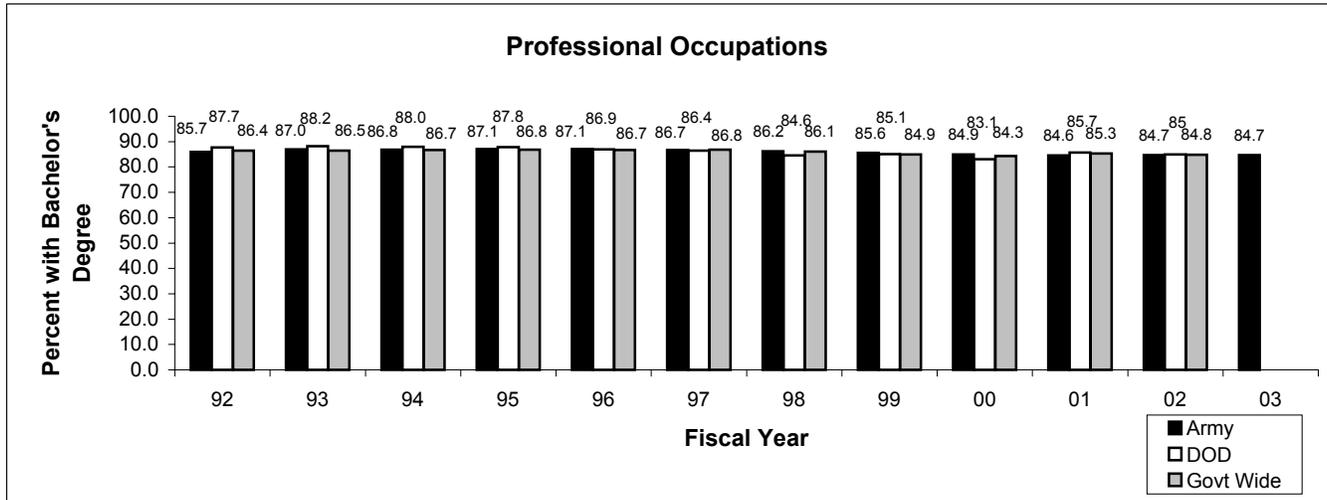
| Fiscal Year | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|----------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| DA Interns | | | | | | | | | | |
| With Degree | 166 | 421 | 226 | 284 | 185 | 227 | 176 | 546 | 133 | 867 |
| Without Degree | 67 | 100 | 68 | 126 | 91 | 96 | 77 | 212 | 23 | 166 |
| Local Interns | | | | | | | | | | |
| With Degree | 63 | 94 | 43 | 34 | 13 | 59 | 54 | 96 | 314 | 295 |
| Without Degree | 71 | 36 | 44 | 43 | 5 | 31 | 38 | 7 | 76 | 66 |

Analysis:

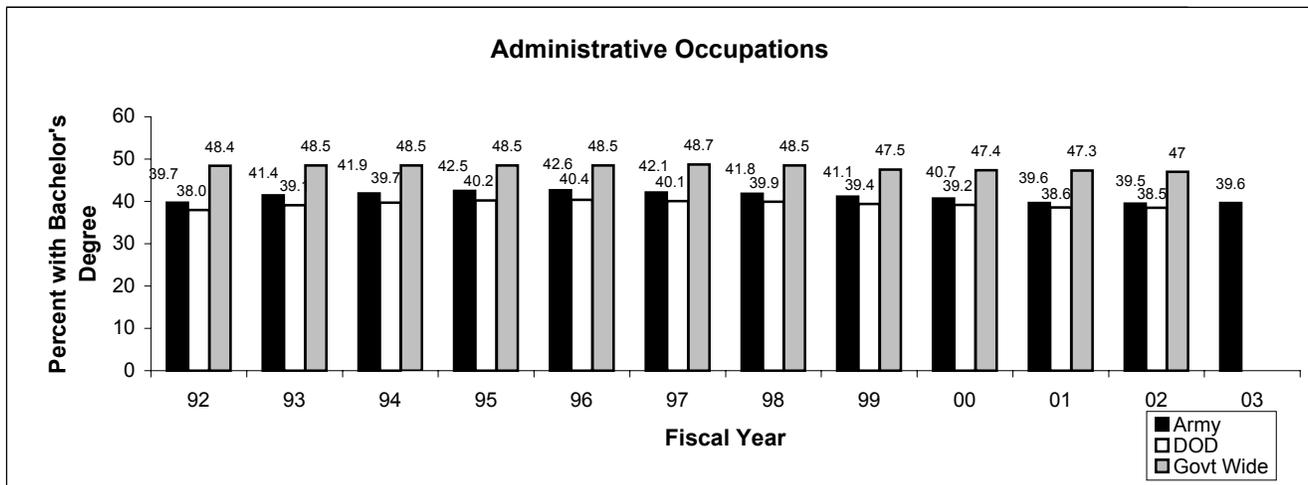
- FY03 data shows a substantial increase in the number of DA intern hires (1033). The number of DA Interns with a bachelor's degree or higher was 867 (83.9%). The percentage of local interns with a bachelor's degree or higher increased slightly to 81.7%.
- In FY94-03 - 74.6% of DA interns had a bachelor's degree or higher, compared to 66.5% of local interns.
- Data prior to FY94 are not presented because of poor coding in the database. Functional Trainees data was dropped from this item for the same reason.

5-2. Workforce - Education Level by PATCO

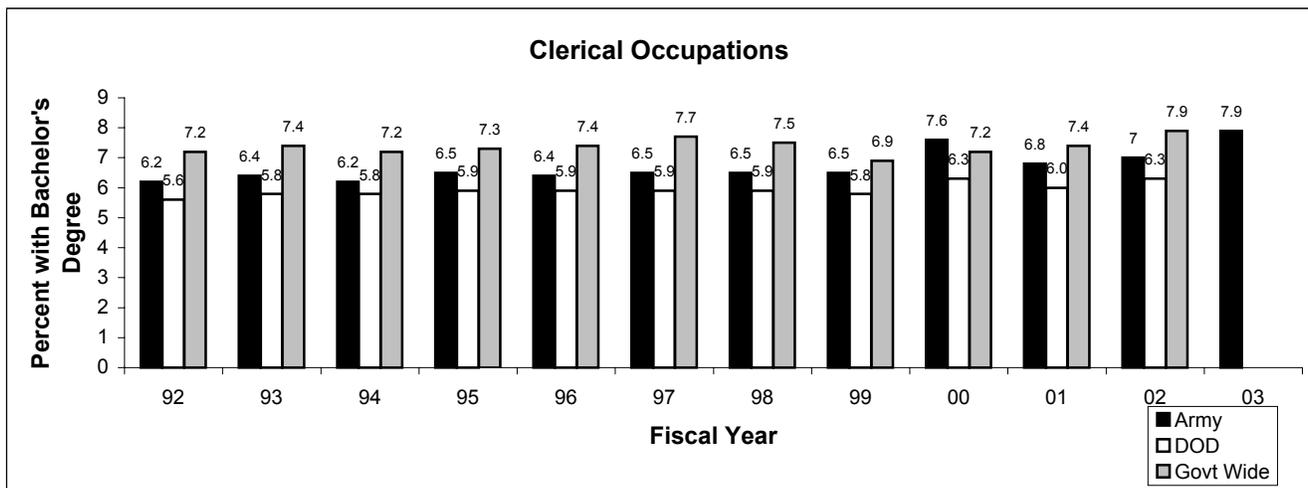
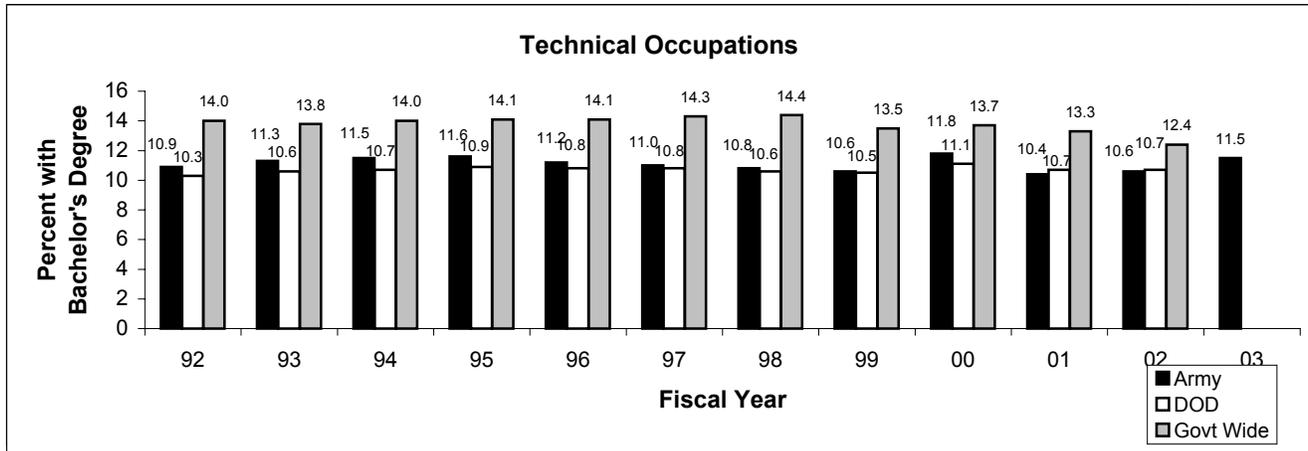
Objective: None Established



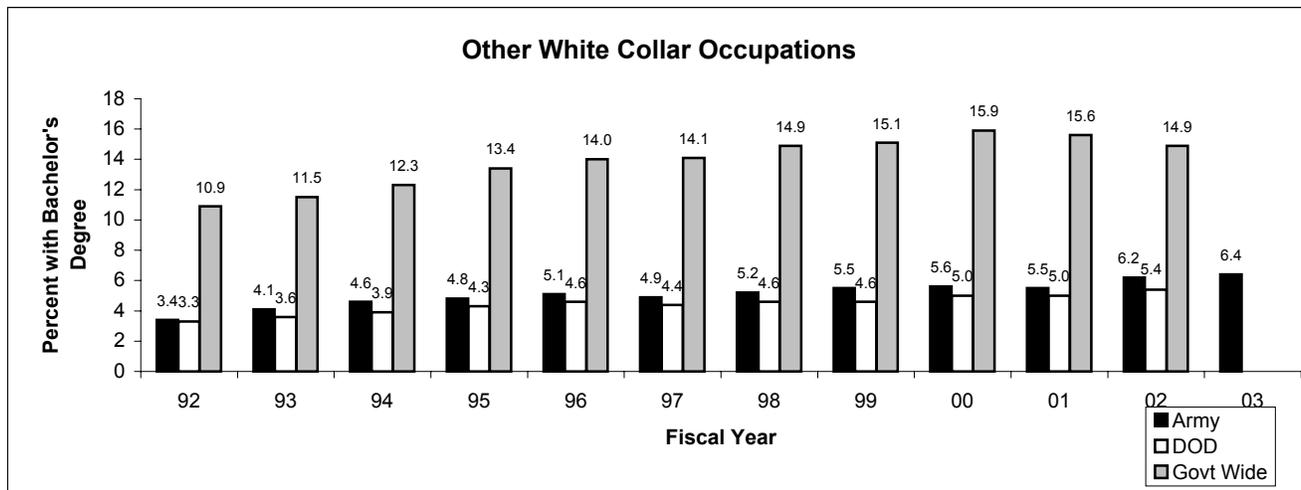
Source: OPM except for FY03 Army data which are from the HQDA Workforce Analysis Support System (WASS).



5-2. Workforce - Education Level by PATCO (Cont.)



5-2. Workforce - Education Level by PATCO (Cont.)

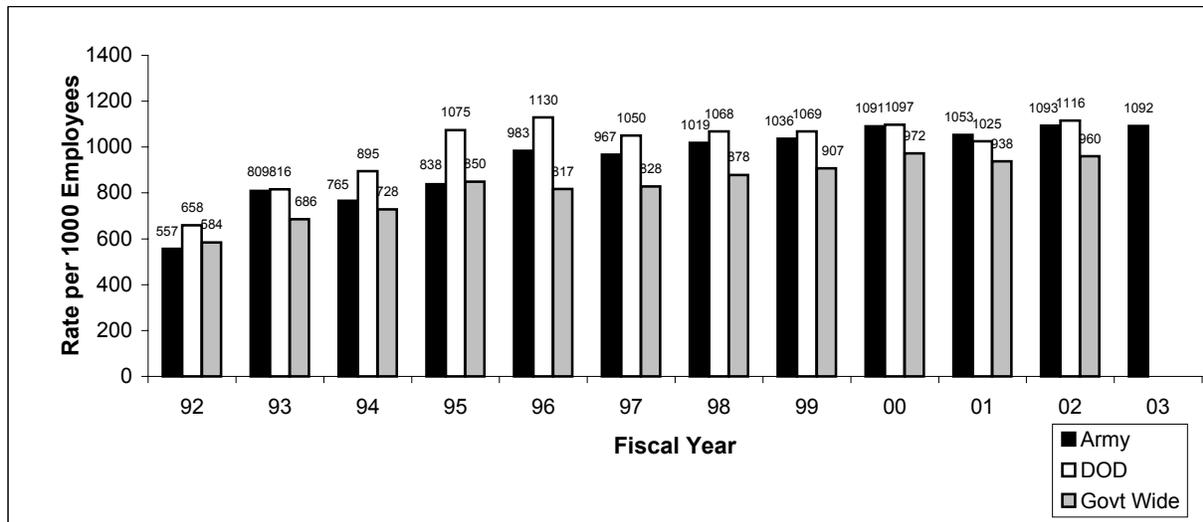


Analysis:

- The data element "Occupational Category" lists two codes in addition to those listed here, i.e., code B (Blue Collar) and code M (Mixed Collar). However, analysis of education level by those occupational categories was not considered relevant.
- For professional occupations, the percent with college degrees has been high, stable, and at about the same levels in Army, DOD and Government-wide. Over the past twelve years, the Army percent ranged from a high of 87.1% in FY95/96 to a low of 84.6% in FY01. The FY03 Army percent with college degrees is 84.7% and is off 2.4 percentage points from its high.
- For administrative occupations, the Army percent declined 3 percentage points since FY96, while the DOD and Government-wide percents remained relatively flat, declining 1.9 and 1.7 percentage points since FY96/97 respectively. The Government-wide percent is higher than those of Army and DOD.
- College degrees for those in Army technical occupations has ranged between 11.8% in FY00 to 10.4% in FY01. The current level is 11.5%. The Government-wide percent is higher than Army, and the Army percent is about the same as DOD. A similar pattern of results exist for those having college degrees in clerical occupations; however, the percent level is lower than for those in technical occupations, and Army has more clerical staff with college degrees than DOD.
- For other white collar occupations, the percent with college degrees has increased steadily over the past twelve years for Army (from 3.4% to 6.4%), DOD (from 3.3% to 5.4%), and Government-wide (from 10.9% to 14.9%). The Government-wide percent is higher than those of Army and DOD, but over the last two year declined by a full percentage point.
- FY03 DOD and Government-wide data were not available at the time of publication.
- See Appendix, pp. A55-56, for raw data and explanation of terms "Army," "DOD," and "Govt Wide."

5-3. Monetary and Time Off Awards - Rate per 1000 Employees

Objective: None Established



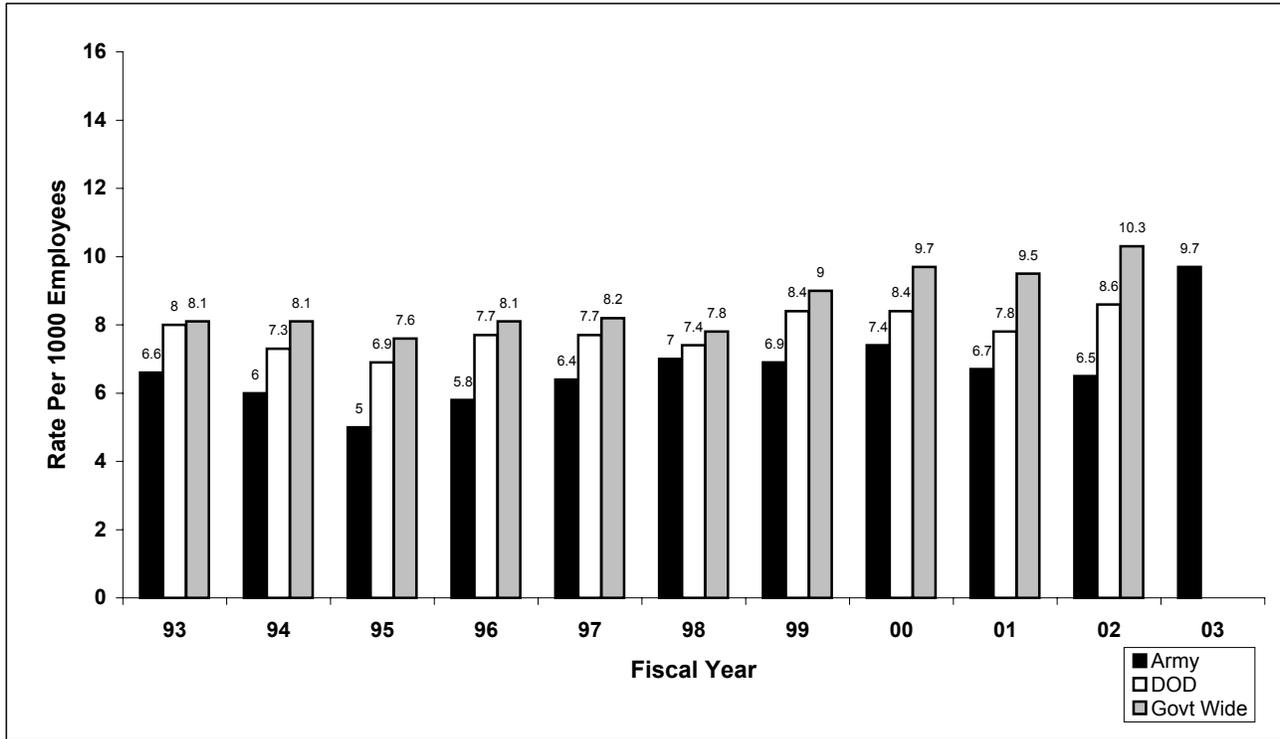
Source: OPM except for FY03 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Analysis:

- OPM's Civilian Personnel Data File (CPDF) does not contain honorary award data. Therefore, only time-off and monetary awards are included in this graph.
- The rate of awards increased from FY96 through FY03. FY03 continues the high set in FY02. Between FY92-00 the rate of awards nearly doubled for Army, but only increased by two thirds for DOD and Government-Wide.
- From FY96 to FY00, Army's total award rate is higher than the Government-Wide rate but lower than the DOD rate. This pattern exists for both monetary and time off awards. In FY01, the Army total award rate surpassed the DOD rate for the first time and continued to surpass the Government-Wide rate.
- FY03 DOD and Government-Wide data were not available in time for publication.
- See Appendix, pp. A57-58, for raw data, explanation of the Nature of Action (NOA) codes used, description of the terms "Army," "DOD," and "Gov't-Wide," and FY03 MACOM monetary and time-off award data.

5-4. Disciplinary/Adverse Actions - Rate per 1000 Employees

Objective: None Established



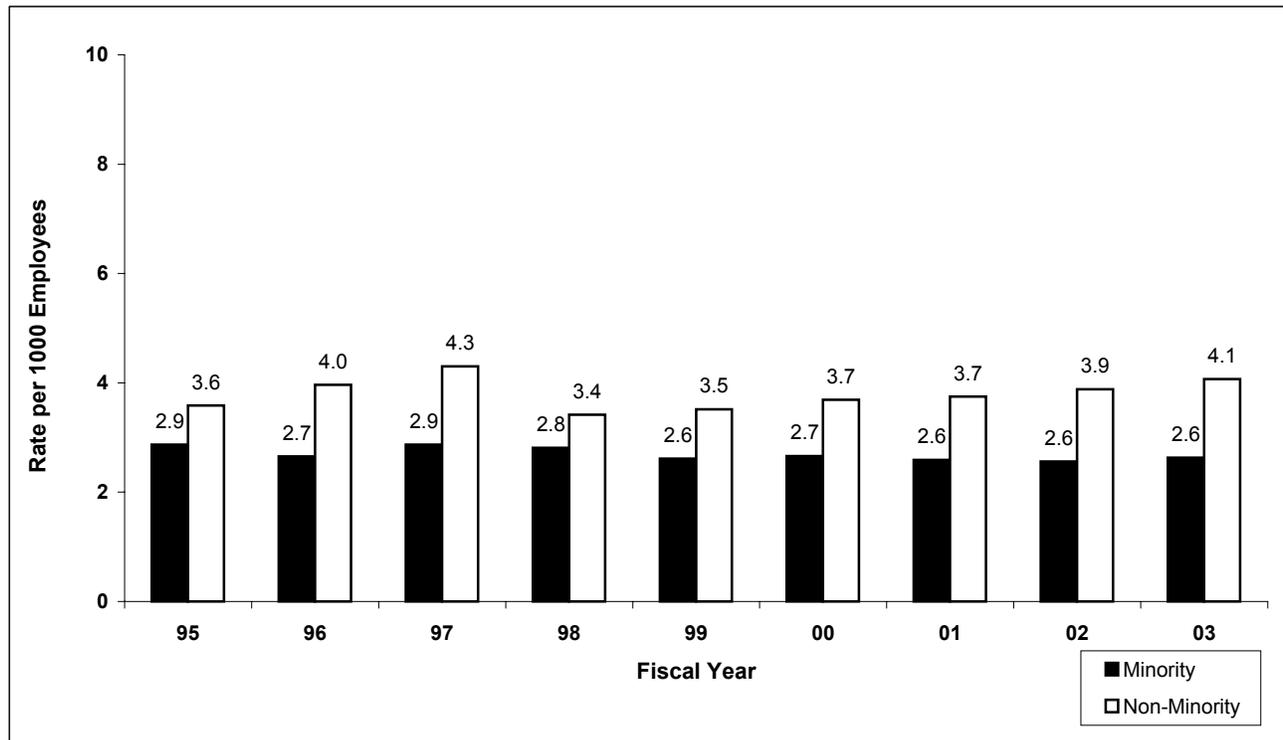
Source: OPM except for FY03 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Analysis:

- Army's rate of disciplinary/adverse actions per 1000 employees in FY03 was higher than DOD and lower than Government-wide rates for FY02. DOD and Government-wide data for FY03 were not available at the time of publication.
- The figures do not reflect actions taken under various forms of Alternative Discipline that do not result in SF-50 actions and coding into DCPDS.
- See Appendix, pp. A59-61, for raw data, MACOM data, explanation of the Nature of Action (NOA) and Legal Authority Codes (LACs) used to define "Disciplinary/Adverse Actions" and explanation of the terms "Army," "DOD," and "Govt Wide."

5-5. Disciplinary/Adverse Actions by RNO

Objective: None Established



Source: HQ ACPERS & HQDA Workforce Analysis Support System (WASS).

Analysis:

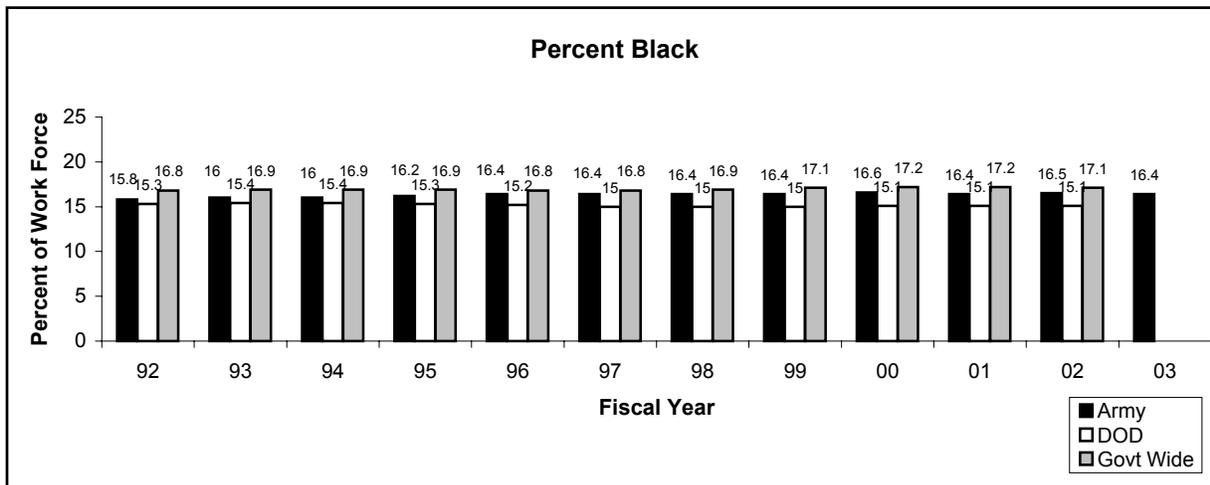
- The rate of disciplinary/adverse actions is lower for Army minority employees than for Army non-minority employees.
- The proportion of actions against Army minority employees is higher than their representation in the workforce. Historically, approximately 39% of the actions are taken against minority employees as compared to their 27% representation in the workforce.
- The figures do not reflect actions taken under various forms of Alternative Discipline that do not result in SF-50 actions and coding into the DCPDS.
- See Appendix, pp. A62, for raw data and explanation of the Nature of Action (NOA) used to define "Disciplinary/Adverse Actions."



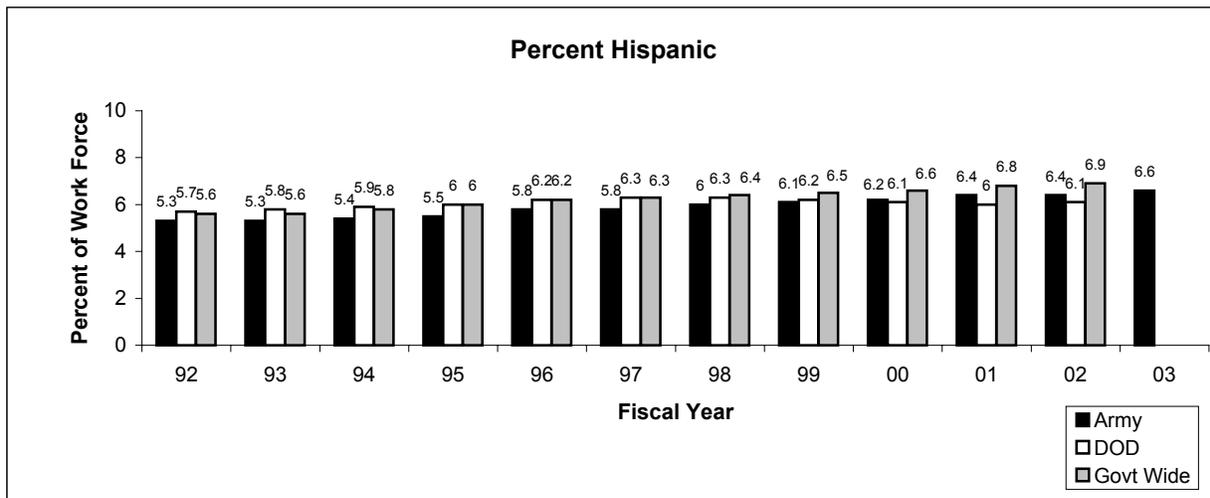
***Work Force
Representation***

6-1. RNO Breakout of Work Force

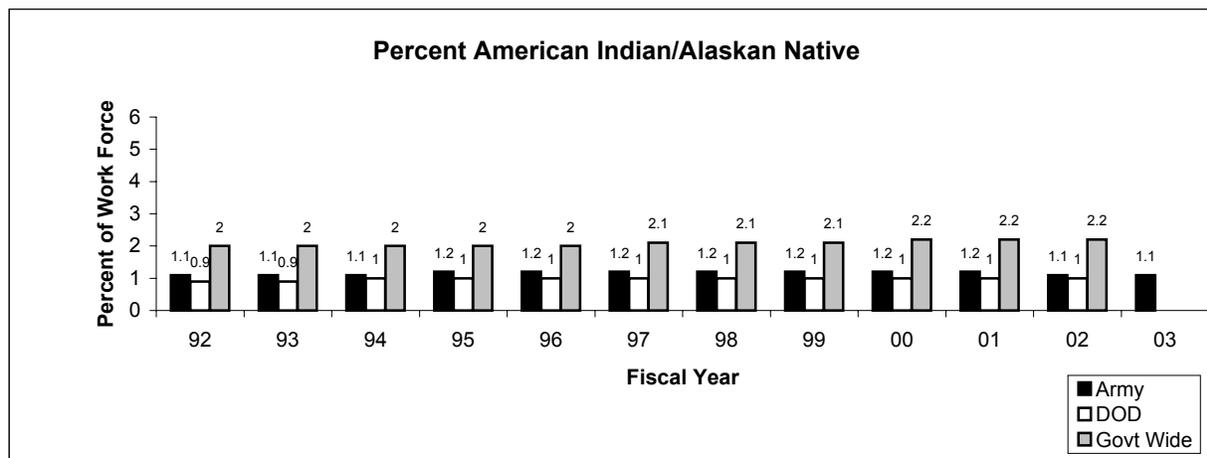
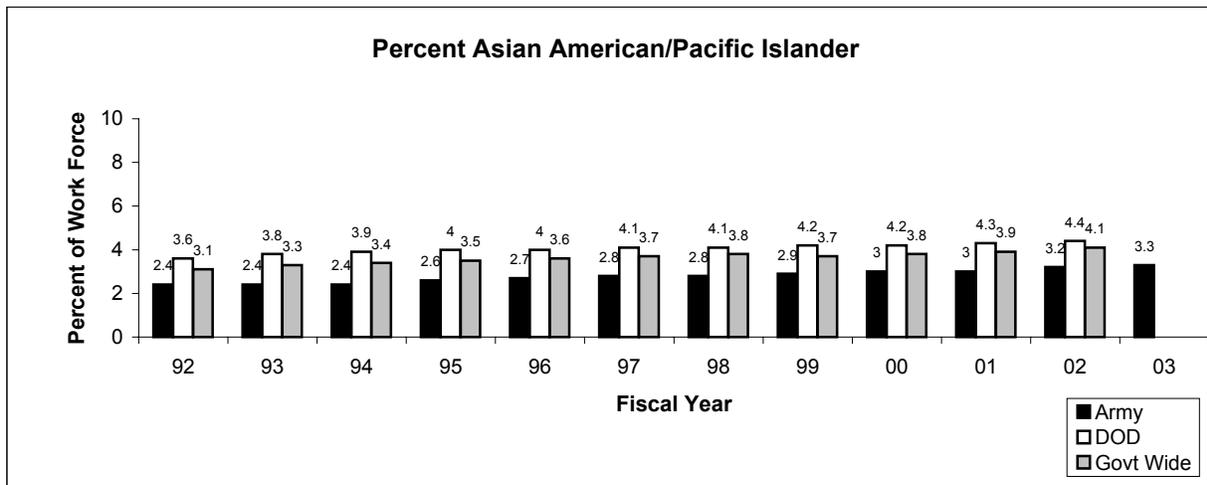
Objective: None Established



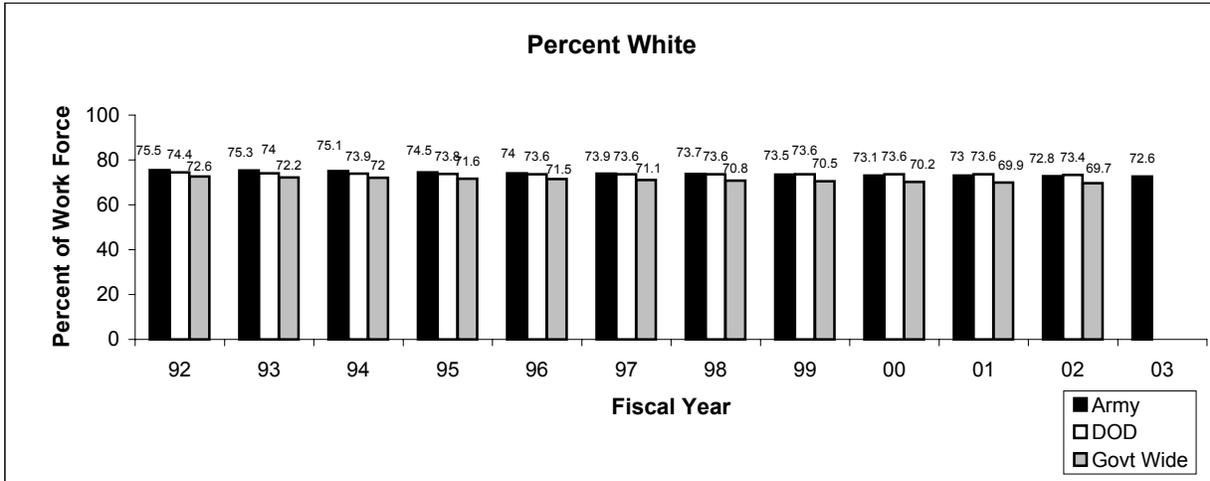
Source: OPM except for FY03 Army data which are from the HQDA Workforce Analysis Support System (WASS).



6-1. RNO Breakout of Work Force (Cont.)



6-1. RNO Breakout of Work Force (Cont.)

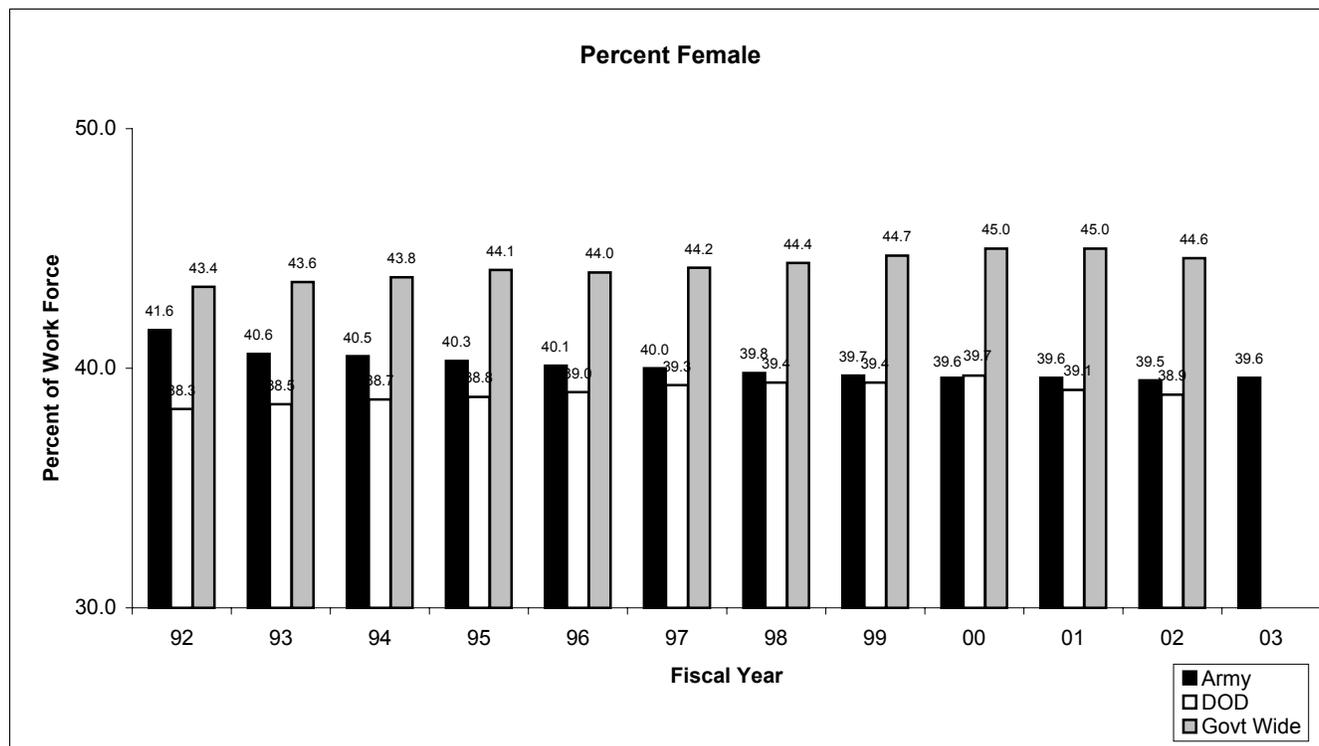


Analysis:

- Downsizing has not had an adverse effect on the percentage of minorities employed by Army. Army's percentage of minorities increased slightly since FY92. The same pattern exists for DOD and the Federal Government.
- Army and DOD are slightly below the Federal Government in percentage of minorities employed.
- The percentages shown are based on employees in RNO codes A - E only.
- FY03 DOD and Government-wide data were not available in time for publication.
- See Appendix, p. A63, for raw data and explanation of the terms "Army," "DOD," and "Govt Wide."

6-2. Representation of Women

Objective: None Established



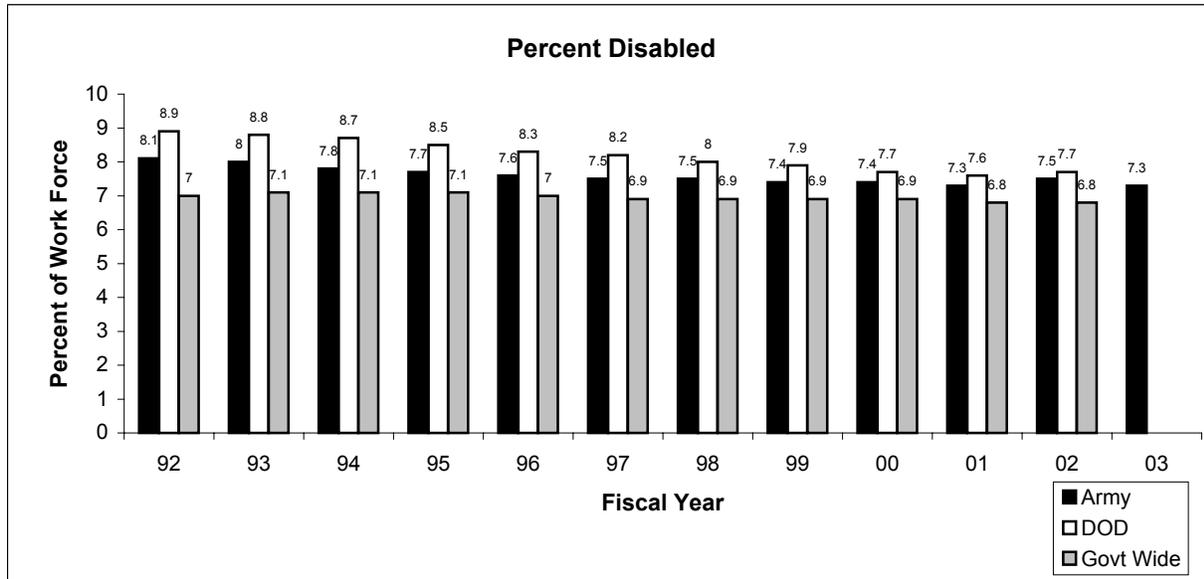
Source: OPM except for FY03 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Analysis:

- Army's percentage of female employees in FY03 is 39.6%. This is within one percent of where it was in FY93. The Government-wide percentage has increased slightly until FY02.
- Army employed a higher percentage of women than DOD, with the exception of FY00. Both Army and DOD employ a smaller percentage of women than does the Federal Government.
- FY03 DOD and Government-wide data were not available at the time of publication.
- See Appendix, p. A64, for raw data and explanation of the terms "Army," "DOD," and "Govt Wide."

6-3. Representation of Individuals with Disabilities

Objective: None Established



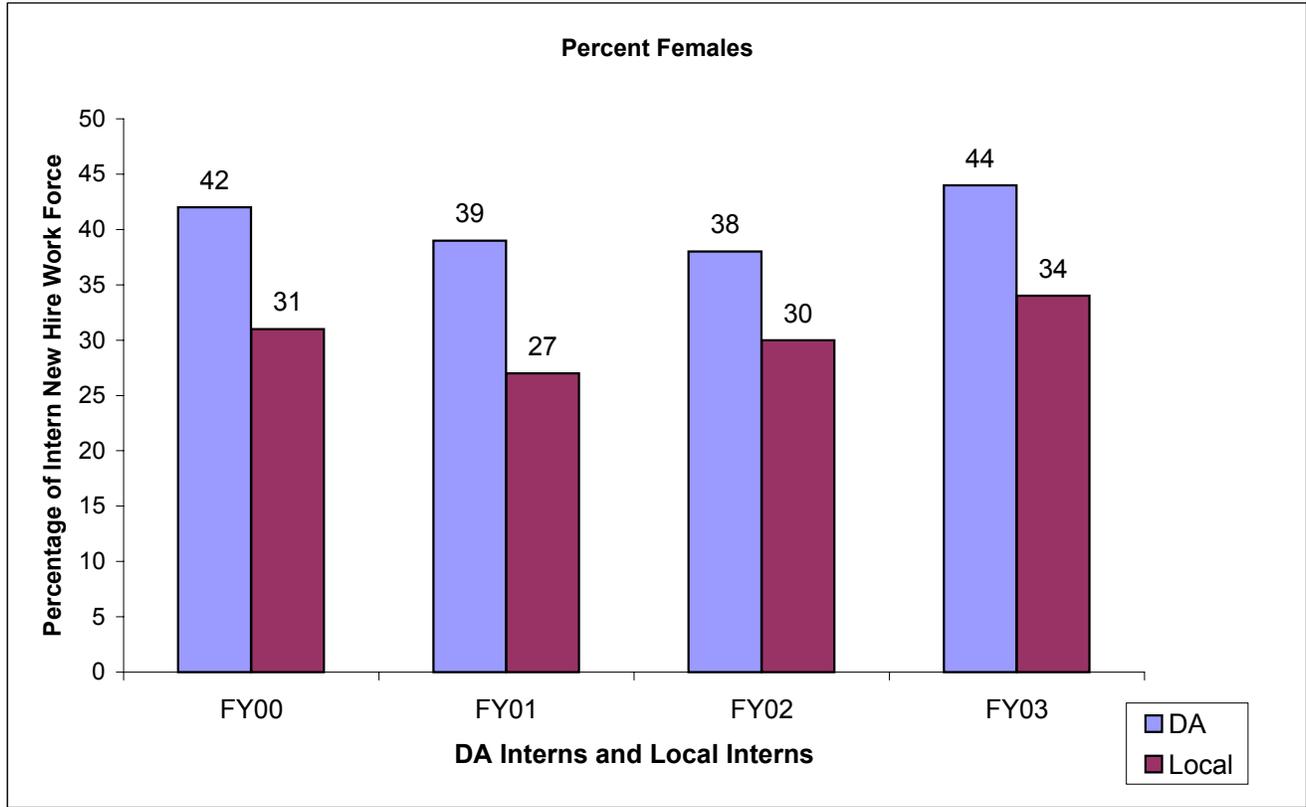
Source: OPM except for FY03 Army data which are from the HQDA Workforce Analysis Support System (WASS).
 (Army's 234-EEO Report was not used for FY03 data because it excludes Reserve Technicians.)

Analysis:

- Army's FY03 percentage of disabled employees dropped slightly from FY02. The FY03 percentage (7.3%) is within one percent of where it was in FY92 (8.1%). DOD returned to its FY00 level in FY02 and the Government-wide remained the same for FY02, which was lower than previous FYs.
- Army employs a higher percentage of disabled workers than the Federal Government. Army employs a smaller percentage of the disabled than DOD. However, Army gained on DOD in FY02.
- "Disabled" is defined as HQ ACPERS Handicap Codes 06 through 94.
- FY03 DOD and Government-wide data were not available at the time of publication.
- See Appendix, p. A65, for raw data and explanation of the terms "Army," "DOD," and "Gov't-wide."

6-4. Representation of Female DA Interns and Local Interns New Hires

Objective: None Established



Source: Modern System

Number of Females

| | FY00 | FY01 | FY02 | FY03 |
|---------------|------|------|------|------|
| DA Interns | 99 | 293 | 60 | 410 |
| Local Interns | 32 | 28 | 105 | 122 |

Percentage of Females

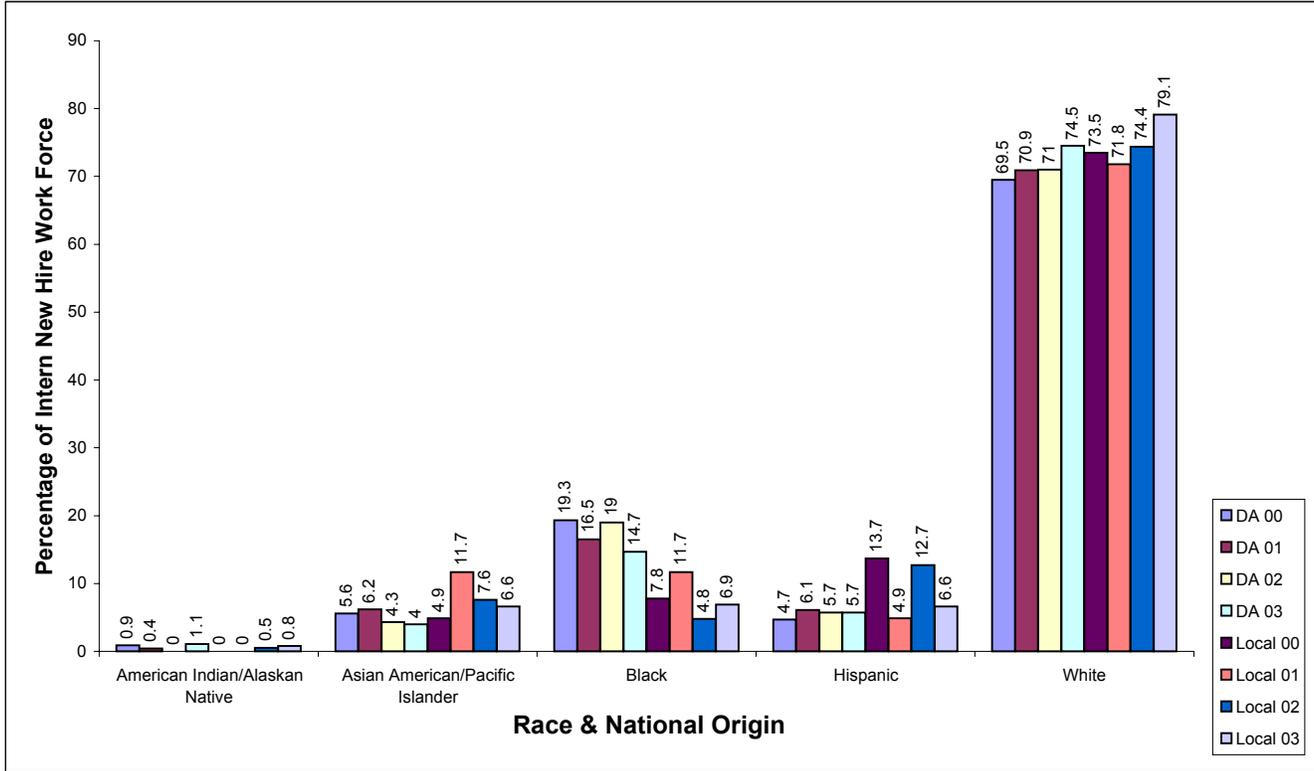
| | FY00 | FY01 | FY02 | FY03 |
|-------|------|------|------|------|
| DA | 42 | 39 | 38 | 44 |
| Local | 31 | 27 | 30 | 34 |

Analysis:

- Army's percentage of DA intern females increased in FY03 by 6% to 44%.
- Army's percentage of Local intern females increased in FY03 by 4% to 34%.

6-5. RNO Breakout of DA Interns and Local Interns New Hires

Objective: None Established



Source: Modern System

| Race/National Origin |
|---------------------------------|
| American Indian/Alaskan Native |
| Asian American/Pacific Islander |
| Black |
| Hispanic |
| White |
| Total |

| DA Interns 00 | DA Interns 01 | DA Interns 02 | DA Interns 03 |
|---------------|---------------|---------------|---------------|
| 3 | 3 | 0 | 12 |
| 13 | 47 | 7 | 42 |
| 45 | 125 | 29 | 152 |
| 11 | 46 | 9 | 59 |
| 162 | 537 | 111 | 768 |
| 234 | 758 | 156 | 1033 |

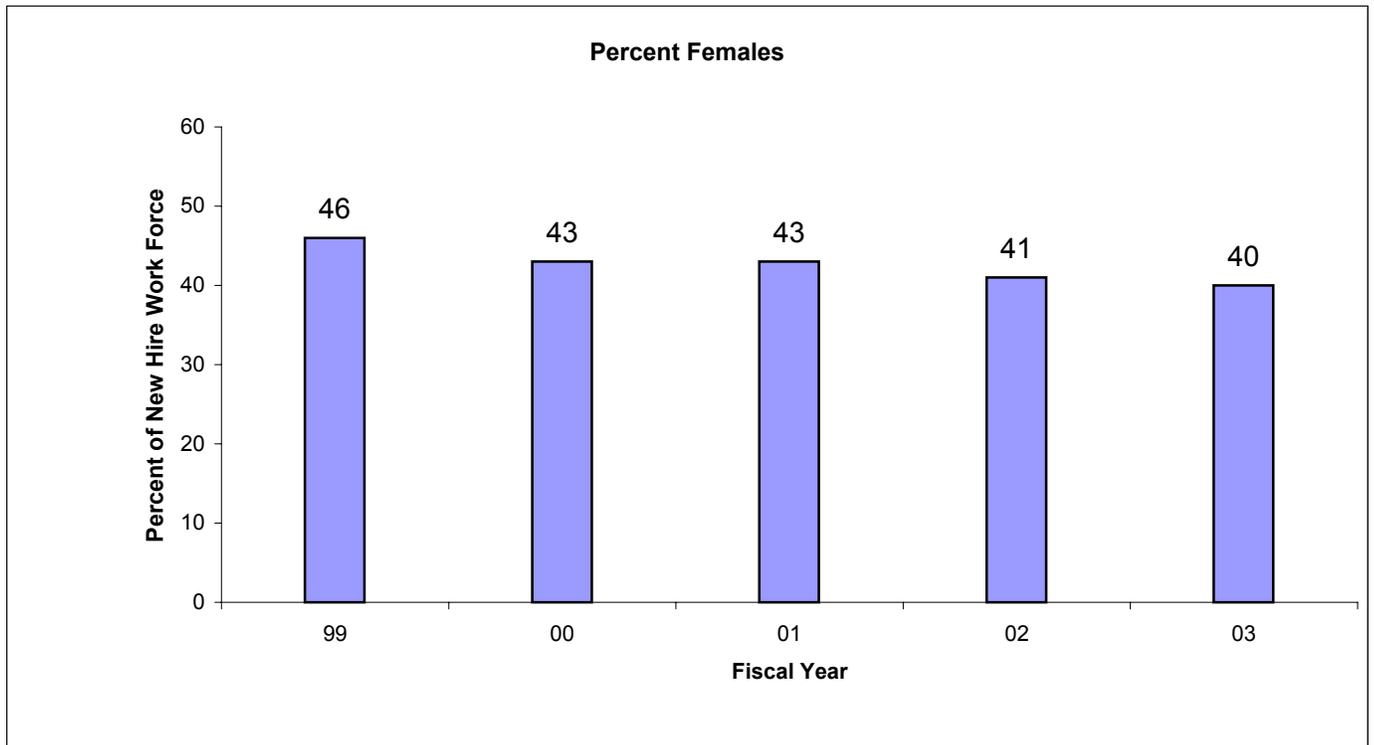
| Local Interns 00 | Local Interns 01 | Local Interns 02 | Local Interns 03 |
|------------------|------------------|------------------|------------------|
| 0 | 0 | 2 | 3 |
| 5 | 12 | 27 | 24 |
| 8 | 12 | 17 | 25 |
| 14 | 5 | 45 | 24 |
| 75 | 74 | 263 | 285 |
| 102 | 103 | 354 | 361 |

Analysis:

- The percentage of American Indian/Alaskan Natives increased 1% for DA Interns.
- The percentage of Asian American/Pacific Islanders decreased 1% for Local Interns.
- The percentage of Blacks decreased 4.3% for DA Interns, but increased 2.1% for Local Interns.
- The percentage of Hispanics decreased 6.1% for Local Interns.

6-6. Representation of New Hire Females

Objective: None Established



Source: OPM except for FY03 data which are from the HQDA Workforce Analysis Support System (WASS).

Number of New Hires

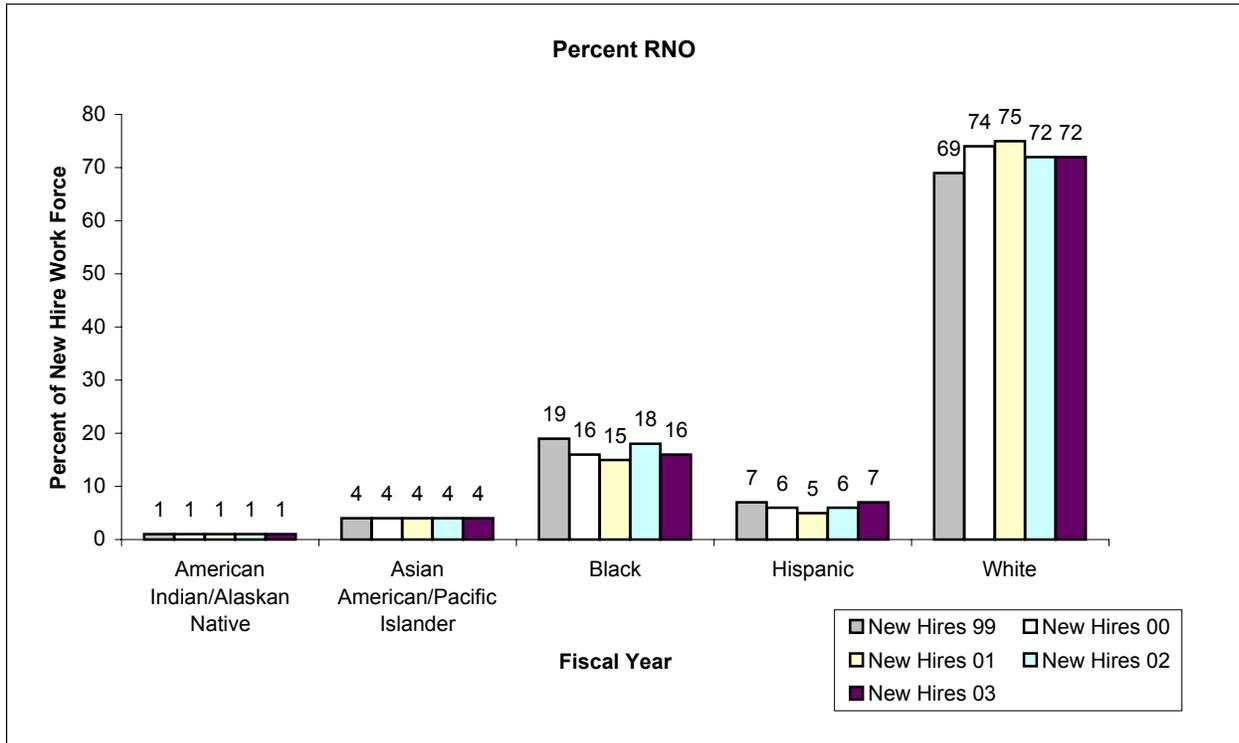
| Fiscal Year | 99 | 00 | 01 | 02 | 03 |
|-------------|--------|--------|--------|--------|--------|
| Female | 9,104 | 9,219 | 9,782 | 10,165 | 9,864 |
| Male | 10,696 | 12,163 | 12,945 | 14,933 | 14,775 |
| Total | 19,800 | 21,382 | 22,727 | 25,098 | 24,639 |

Analysis:

- Army's percentage of FY03 female hires (40%) was lower than FY02, and higher than the percentage of females in the workforce (39.6%).

6-7. RNO Breakout of New Hires

Objective: None Established



Source: OPM except for FY03 data which are from the HQDA Workforce Analysis Support System (WASS).

Number of New Hires

| Fiscal Year | 99 | 00 | 01 | 02 | 03 |
|---------------------------------|--------|--------|--------|--------|--------|
| American Indian/Alaskan Native | 173 | 183 | 181 | 236 | 234 |
| Asian American/Pacific Islander | 662 | 725 | 815 | 905 | 890 |
| Black | 3,227 | 3,259 | 3,401 | 4,405 | 3,926 |
| Hispanic | 1,163 | 1,153 | 1,113 | 1,554 | 1,632 |
| White | 11,731 | 15,063 | 16,587 | 17,938 | 17,226 |
| Total | 16,956 | 20,383 | 22,097 | 25,038 | 23,908 |

Analysis:

- Army's overall percentage of minority hiring in FY03 remained constant as the minority representation in the workforce increased. Within minority groups, blacks decreased by two percent, while Hispanics gained by one percent. Asian and American Indian representation stayed the same.

Appendix

1-3

Servicing Ratio: Operating and Staff-Level Personnelists to Work Force

Army, DOD and Government-Wide Breakouts by Fiscal Year

| Category | Fiscal Year | | | | | | | | | |
|----------------------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|
| | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
| Army | | | | | | | | | | |
| Personnelists | 4,616 | 4,239 | 3,768 | 3,498 | 3,414 | 3,219 | 3,035 | 3,010 | 2,972 | 3,009 |
| Other | 243,255 | 235,502 | 224,688 | 213,765 | 204,237 | 197,616 | 195,299 | 193,527 | 196,917 | 195,198 |
| Total Work Force | 247,871 | 239,741 | 228,456 | 217,263 | 207,651 | 200,835 | 198,334 | 196,537 | 199,889 | 198,207 |
| Servicing Ratio | 1:54 | 1:57 | 1:61 | 1:62 | 1:61 | 1:62 | 1:65 | 1:65 | 1:67 | 1:66 |
| DOD | | | | | | | | | | |
| Personnelists | 13,901 | 12,998 | 11,806 | 10,781 | 10,349 | 10,101 | 9,781 | 9,914 | NA | NA |
| Other | 798,790 | 754,329 | 720,881 | 680,420 | 653,038 | 627,873 | 614,976 | 603,009 | NA | NA |
| Total Work Force | 812,691 | 767,327 | 732,687 | 691,201 | 663,387 | 637,974 | 624,757 | 612,923 | 613,520 | NA |
| Servicing Ratio | 1:58 | 1:59 | 1:62 | 1:64 | 1:64 | 1:63 | 1:64 | 1:62 | NA | NA |
| Federal Gov't | | | | | | | | | | |
| Personnelists | 34,293 | 31,666 | 29,592 | 27,931 | 27,159 | 27,093 | 26,941 | 27,479 | NA | NA |
| Other | 2,015,879 | 1,936,085 | 1,867,475 | 1,808,121 | 1,783,182 | 1,745,240 | 1,735,618 | 1,745,054 | NA | NA |
| Total Work Force | 2,050,172 | 1,967,751 | 1,897,067 | 1,836,052 | 1,810,341 | 1,772,333 | 1,762,559 | 1,772,533 | 1,819,107 | NA |
| Servicing Ratio | 1:60 | 1:62 | 1:64 | 1:66 | 1:67 | 1:65 | 1:65 | 1:65 | NA | NA |

Army data include all US-citizen appropriated fund employees (military and civil functions). Army National Guard (Title 32) are excluded.

DOD & Government-wide counts of personnelists include military personnelists from FY02 on in the 201 series. Therefore, civilian personnel counts and ratios are not available.

DOD data include Army, Navy, Air Force and Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army and Air Force National Guard (Title 32) are excluded.

Government-wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

1-5 Civilian Strength

MACOM Data for FY03

| Cmd Code | Command * | Military Function | | | Civil/Cem Function | AF Total | NAF | Grand Total |
|------------------|--------------------|-------------------|---------------|----------------|--------------------|----------------|---------------|----------------|
| | | Direct Hire | Indirect Hire | Total | | | | |
| AE | ACQ EXEC SPT AGCY | 2,942 | 0 | 2,942 | | 2,942 | 1 | 2,943 |
| AC | CONTRACTING AGCY | 602 | 159 | 761 | | 761 | | 761 |
| AS | INSCOM | 2,427 | 109 | 2,536 | | 2,536 | 143 | 2,679 |
| AT | OPER TEST & EVAL | 5,070 | | 5,070 | | 5,070 | 334 | 5,404 |
| BA | IMA | 1,063 | 111 | 1,174 | | 1,174 | 1,331 | 2,505 |
| CB | CIDC | 482 | 29 | 511 | | 511 | | 511 |
| CE | USACE | 9,557 | 245 | 9,802 | 25,551 | 35,353 | | 35,353 |
| E1 | USAREUR | 6,730 | 10,493 | 17,223 | | 17,223 | 3,316 | 20,539 |
| FC | FORSCOM | 12,343 | 8 | 12,351 | | 12,351 | 6,141 | 18,492 |
| GB | NGB (Title 5 & 32) | 24,083 | | 24,083 | | 24,083 | | 24,083 |
| G6 | SIGNAL CMD * | 2,804 | 832 | 3,636 | | 3,636 | | 3,636 |
| HR | RESERVE CMD | 8,286 | | 8,286 | | 8,286 | 21 | 8,307 |
| JA | JOINT ** | 1,295 | 65 | 1,360 | | 1,360 | 100 | 1,460 |
| MA | MIL ACADEMY | 1,876 | | 1,876 | | 1,876 | 939 | 2,815 |
| MC | MEDCOM *** | 27,266 | 1,006 | 28,272 | | 28,272 | 839 | 29,111 |
| MT | MTMC | 1,449 | 189 | 1,638 | | 1,638 | | 1,638 |
| MW | MDW | 2,483 | | 2,483 | 17 | 2,500 | 1,398 | 3,898 |
| P1 | USARPAC | 3,057 | 2,376 | 5,433 | | 5,433 | 2,311 | 7,744 |
| P8 | 8TH ARMY/KOREA | 6,805 | 2,176 | 8,981 | | 8,981 | 1,170 | 10,151 |
| SC | SPACE & STRAT DEF | 1,239 | | 1,239 | | 1,239 | 18 | 1,257 |
| SP | USASOC | 1,514 | 2 | 1,516 | | 1,516 | | 1,516 |
| SU | USARSO | 667 | | 667 | | 667 | 226 | 893 |
| TC | TRADOC **** | 20,125 | 2 | 20,127 | | 20,127 | 6,497 | 26,624 |
| X1 | AMC | 50,050 | 88 | 50,138 | | 50,138 | 2,164 | 52,302 |
| | HQDA***** | 10,406 | 19 | 10,425 | | 10,425 | 1,249 | 11,674 |
| ARMY WIDE | | 204,621 | 17,909 | 222,530 | 25,568 | 248,098 | 28,198 | 276,296 |

* Includes command code CZ (Informations Systems Command) and FS (US Army Signal Command).

** Commands with Joint resource allocations include part of codes J1 (NATO/SHAPE) and JA (Joint Activities).

*** Includes command codes HS (Health Services Command) MC (Medical Cmd), MD (Surgeon General).

**** Includes RC (Recruiting Cmd) and PC (MEPCOM)

***** Includes command codes CS (Office, Chief of Staff, Army), BA (IMA)partial, (PERSCOM), SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff), SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA), AU (Auditing Agency).

2-1 Customer Satisfaction

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| The personnel office keeps me informed about the status of personnel actions * | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |
| The staff who provide personnel services have a good understanding of my work unit's operation and mission * | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |
| The personnel office refers a reasonable number of candidates for vacancies* | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |
| The personnel office refers candidates for vacancies in a reasonable amount of time * | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 895 | 12% |
| 2952 | 41% |
| 1115 | 15% |
| 1440 | 20% |
| 800 | 11% |
| | |
| 7202 | 100% |
| | |
| | |
| 887 | 12% |
| 2626 | 36% |
| 1420 | 20% |
| 1522 | 21% |
| 743 | 10% |
| | |
| 7198 | 100% |
| | |
| | |
| 832 | 12% |
| 3392 | 50% |
| 1390 | 20% |
| 799 | 12% |
| 375 | 6% |
| | |
| 6788 | 100% |
| | |
| | |
| 614 | 9% |
| 2528 | 37% |
| 1265 | 19% |
| 1536 | 23% |
| 875 | 13% |
| | |
| 6818 | 100% |

**2-1 (Cont.)
Customer Satisfaction**

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| The personnel office refers high quality candidates for vacancies * | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |
| The personnel office treats people courteously | | |
| strongly agree | 5924 | 18% |
| agree | 16999 | 53% |
| neither agree nor disagree | 6048 | 19% |
| disagree | 2191 | 7% |
| strongly disagree | 934 | 3% |
| totals | 32096 | 100% |
| The personnel office keeps people informed about important changes in personnel rules and benefits | | |
| strongly agree | 4756 | 14% |
| agree | 16105 | 49% |
| neither agree nor disagree | 5933 | 18% |
| disagree | 4537 | 14% |
| strongly disagree | 1874 | 6% |
| totals | 33205 | 100% |
| I have no problems finding or getting access to the appropriate personnel office staff member to get the information or service I need | | |
| strongly agree | 4111 | 13% |
| agree | 12291 | 38% |
| neither agree nor disagree | 6883 | 21% |
| disagree | 6365 | 20% |
| strongly disagree | 2725 | 8% |
| totals | 32375 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 452 | 7% |
| 2357 | 34% |
| 2142 | 31% |
| 1275 | 19% |
| 612 | 9% |
| 6838 | 100% |
| 1823 | 25% |
| 3737 | 52% |
| 1011 | 14% |
| 382 | 5% |
| 223 | 3% |
| 7176 | 100% |
| 1276 | 18% |
| 3388 | 47% |
| 1223 | 17% |
| 910 | 13% |
| 448 | 6% |
| 7245 | 100% |
| 1208 | 17% |
| 2768 | 38% |
| 1211 | 17% |
| 1323 | 18% |
| 713 | 10% |
| 7223 | 100% |

2-1 (Cont.) Customer Satisfaction

| Question | Employee Results | |
|---|------------------|---------|
| | Count | Percent |
| The staff of the personnel office acts with integrity | | |
| strongly agree | 5091 | 16% |
| agree | 14092 | 45% |
| neither agree nor disagree | 8483 | 27% |
| disagree | 2055 | 7% |
| strongly disagree | 1286 | 4% |
| totals | 31007 | 100% |
| If my supervisor can't help me with an employment matter, I can get information or help from the personnel office * | | |
| strongly agree | 4511 | 14% |
| agree | 15043 | 47% |
| neither agree nor disagree | 6628 | 21% |
| disagree | 4044 | 13% |
| strongly disagree | 1873 | 6% |
| totals | 32099 | 100% |
| Rate the overall quality and timeliness of service on: | | |
| .. processing personnel and pay actions (e.g., promotions, within-grade increases, tax withholding, benefits) | | |
| very good | 5922 | 19% |
| good | 14359 | 46% |
| fair | 5903 | 19% |
| poor | 3292 | 11% |
| very poor | 1817 | 6% |
| totals | 31293 | 100% |
| .. recruitment * | | |
| very good | NA | NA |
| good | NA | NA |
| fair | NA | NA |
| poor | NA | NA |
| very poor | NA | NA |
| totals | NA | NA |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 1692 | 24% |
| 3329 | 47% |
| 1484 | 21% |
| 318 | 5% |
| 243 | 3% |
| 7066 | 100% |
| | |
| NA | NA |
| 1402 | 20% |
| 3138 | 44% |
| 1240 | 17% |
| 859 | 12% |
| 462 | 7% |
| 7101 | 100% |
| | |
| 711 | 11% |
| 2397 | 35% |
| 1679 | 25% |
| 1375 | 20% |
| 595 | 9% |
| 6757 | 100% |

**2-1 (Cont.)
Customer Satisfaction**

| Question | Employee Results | |
|------------------------------------|------------------|---------|
| | Count | Percent |
| .. job and promotion information * | | |
| very good | 3400 | 11% |
| good | 11068 | 36% |
| fair | 8114 | 27% |
| poor | 5039 | 17% |
| very poor | 2889 | 9% |
| | | |
| totals | 30510 | 100% |
| .. job classification * | | |
| very good | NA | NA |
| good | NA | NA |
| fair | NA | NA |
| poor | NA | NA |
| very poor | NA | NA |
| | | |
| totals | NA | NA |
| .. advising on reorganizations * | | |
| very good | NA | NA |
| good | NA | NA |
| fair | NA | NA |
| poor | NA | NA |
| very poor | NA | NA |
| | | |
| totals | NA | NA |
| .. handling reduction-in-force * | | |
| very good | NA | NA |
| good | NA | NA |
| fair | NA | NA |
| poor | NA | NA |
| very poor | NA | NA |
| | | |
| totals | NA | NA |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| NA | NA |
| | |
| NA | NA |
| | |
| 642 | 10% |
| 2210 | 34% |
| 1768 | 27% |
| 1187 | 18% |
| 630 | 10% |
| | |
| 6437 | 100% |
| | |
| | |
| 573 | 10% |
| 1641 | 30% |
| 1890 | 34% |
| 908 | 16% |
| 501 | 9% |
| | |
| 5513 | 100% |
| | |
| | |
| 508 | 12% |
| 1154 | 28% |
| 1825 | 44% |
| 395 | 10% |
| 234 | 6% |
| | |
| 4116 | 100% |

**2-1 (Cont.)
Customer Satisfaction**

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| .. planning and projecting human resource needs * | | |
| very good | NA | NA |
| good | NA | NA |
| fair | NA | NA |
| poor | NA | NA |
| very poor | NA | NA |
| totals | NA | NA |
| .. counseling employees on issues such as benefits (e.g., health, retirement), leave, hours of work, and worker's compensation | | |
| very good | 3494 | 12% |
| good | 10445 | 36% |
| fair | 8033 | 28% |
| poor | 4494 | 16% |
| very poor | 2306 | 8% |
| totals | 28772 | 100% |
| .. discipline, complaints, and performance management * | | |
| very good | NA | NA |
| good | NA | NA |
| fair | NA | NA |
| poor | NA | NA |
| very poor | NA | NA |
| totals | NA | NA |
| .. discipline, complaints, and performance appraisal * | | |
| very good | 3373 | 13% |
| good | 11092 | 42% |
| fair | 8118 | 31% |
| poor | 2462 | 9% |
| very poor | 1317 | 5% |
| totals | 26362 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 455 | 8% |
| 1382 | 26% |
| 2058 | 38% |
| 957 | 18% |
| 525 | 10% |
| | |
| 5377 | 100% |
| | |
| | |
| 893 | 13% |
| 2600 | 38% |
| 1518 | 22% |
| 1137 | 17% |
| 667 | 10% |
| | |
| 6815 | 100% |
| | |
| | |
| 859 | 13% |
| 2497 | 39% |
| 1826 | 29% |
| 778 | 12% |
| 419 | 7% |
| | |
| 6379 | 100% |
| | |
| | |
| NA | NA |

2-1 (Cont.) Customer Satisfaction

| Question | Employee Results | |
|---|------------------|---------|
| | Count | Percent |
| .. training | | |
| very good | 3273 | 11% |
| good | 10684 | 37% |
| fair | 8588 | 30% |
| poor | 4233 | 15% |
| very poor | 2274 | 8% |
| | | |
| totals | 29052 | 100% |
| .. awards * | | |
| very good | NA | NA |
| good | NA | NA |
| fair | NA | NA |
| poor | NA | NA |
| very poor | NA | NA |
| | | |
| totals | NA | NA |
| .. labor relations * | | |
| very good | NA | NA |
| good | NA | NA |
| fair | NA | NA |
| poor | NA | NA |
| very poor | NA | NA |
| | | |
| totals | NA | NA |
| Overall, the quality of service given by the personnel office is: | | |
| very good | 4100 | 13% |
| good | 14326 | 45% |
| fair | 8016 | 25% |
| poor | 3808 | 12% |
| very poor | 1723 | 5% |
| | | |
| totals | 31973 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| | |
| 714 | 11% |
| 2779 | 41% |
| 1857 | 28% |
| 927 | 14% |
| 437 | 7% |
| | |
| 6714 | 100% |
| | |
| | |
| 746 | 11% |
| 2992 | 44% |
| 1866 | 28% |
| 764 | 11% |
| 402 | 6% |
| | |
| 6770 | 100% |
| | |
| | |
| 824 | 14% |
| 2405 | 40% |
| 1877 | 31% |
| 552 | 9% |
| 333 | 6% |
| | |
| 5991 | 100% |
| | |
| | |
| 876 | 12% |
| 3055 | 43% |
| 1726 | 24% |
| 1034 | 15% |
| 404 | 6% |
| | |
| 7095 | 100% |

| | | |
|--|-------|-----|
| Overall, the timeliness of service given by the personnel office is: | | |
| very good | 3783 | 12% |
| good | 13187 | 41% |
| fair | 8337 | 26% |
| poor | 4191 | 13% |
| very poor | 2146 | 7% |
| | | |
| totals | 31644 | 99% |

| | |
|------|------|
| | |
| 768 | 11% |
| 2741 | 39% |
| 1618 | 23% |
| 1340 | 19% |
| 637 | 9% |
| | |
| 7104 | 100% |

**2-1 (Cont.)
Customer Satisfaction**

| Question | Employee Results | |
|-----------------------------------|------------------|---------|
| | Count | Percent |
| Composite - Customer Satisfaction | | |
| strongly agree/very good | 51738 | 14% |
| agree/good | 159691 | 43% |
| neither agree nor disagree/fair | 89084 | 24% |
| disagree/poor | 46711 | 13% |
| strongly disagree/very poor | 23164 | 6% |
| | | |
| totals | 370388 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 19650 | 13% |
| 58068 | 40% |
| 35009 | 24% |
| 21718 | 15% |
| 11278 | 8% |
| | |
| 145723 | 100% |

* Item not included in both supervisor or employee survey.

**2-1 (Cont.)
Customer Satisfaction**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|------------------|------------|
| | Count | Percent |
| AMC | | 55% |
| FORSCOM | | 57% |
| MEDCOM | | 55% |
| TRADOC | | 61% |
| USACE | | 59% |
| USAREUR | | 51% |
| OTHER | | 57% |
| | | |
| TOTAL ARMY | | 57% |

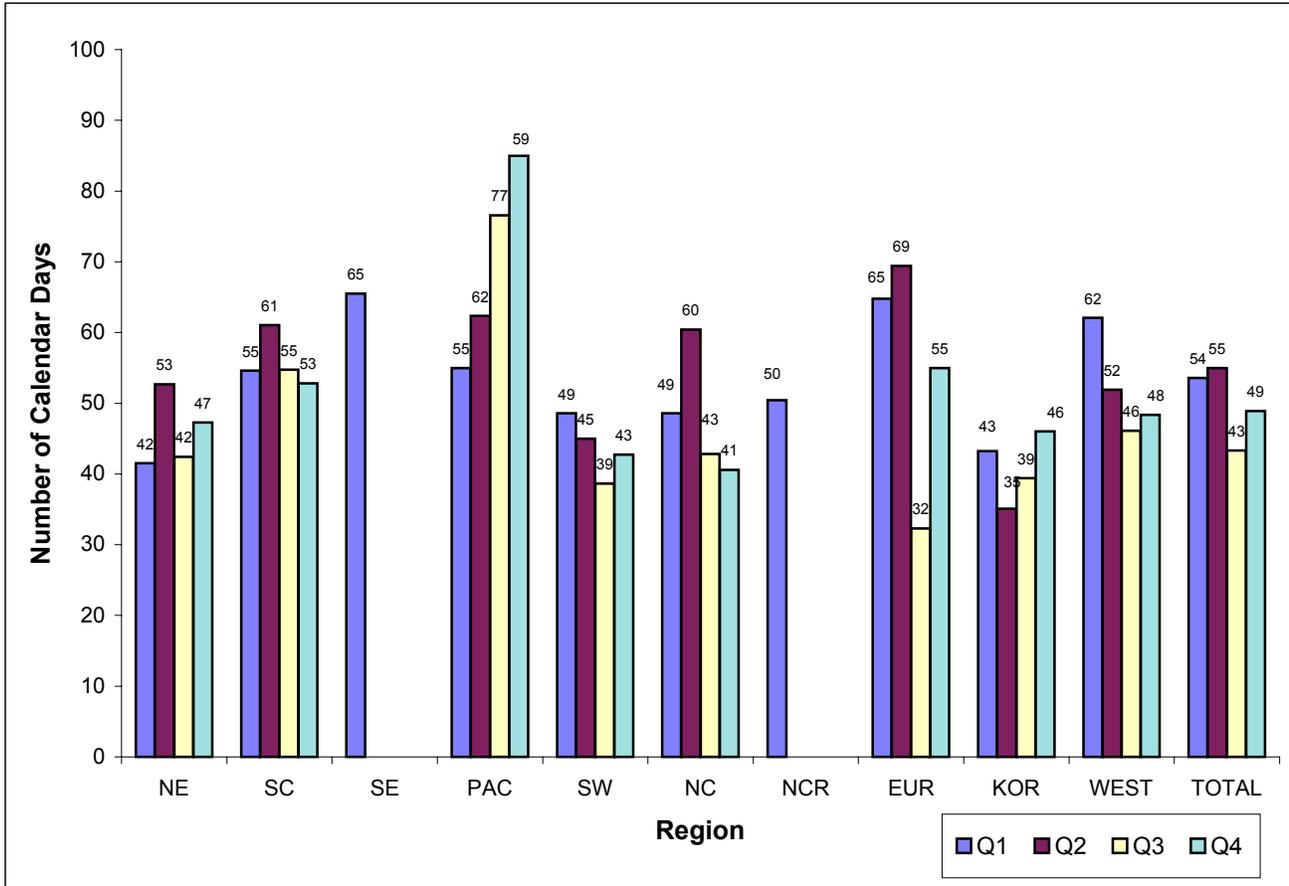
| Supervisor Results | |
|--------------------|------------|
| Count | Percent |
| | 55% |
| | 55% |
| | 49% |
| | 56% |
| | 56% |
| | 46% |
| | 53% |
| | |
| | 53% |

Region Breakout

| REGION | Employee Results | |
|-------------------|------------------|------------|
| | Count | Percent |
| Europe | | 50% |
| Korea | | 47% |
| NC | | 57% |
| NE | | 57% |
| Pacific | | 47% |
| SC | | 58% |
| SW | | 60% |
| West | | 56% |
| | | |
| TOTAL ARMY | | 57% |

| Supervisor Results | |
|--------------------|------------|
| Count | Percent |
| | 47% |
| | 42% |
| | 52% |
| | 55% |
| | 43% |
| | 56% |
| | 57% |
| | 53% |
| | |
| | 53% |

2-3
Average Number of Calendar Days to Fill Positions
(From Receipt in Personnel to Date Offer Accepted)



2-4

FY03 Staffing - Regulatory and Procedural Compliance Rate

| Review Site | # Actions Reviewed | # Actions Accurate | % Accuracy |
|------------------------------------|---------------------------|---------------------------|-------------------|
| Southwest CPOC, Fort Riley, Kansas | 120 | 113 | 94% |
| CPOC TOTALS | 120 | 113 | 94% |

2-5
FY03 Management and Employee Relations
Regulatory and Procedural Compliance Rate

| Review Site | # Actions Reviewed | # Actions Accurate | % Accuracy |
|--|--------------------|--------------------|------------|
| Fort Sill in Lawton, Oklahoma | 45 | 43 | 96% |
| Fort Knox in Elizabethtown, Kentucky | 39 | 35 | 90% |
| Fort Leavenworth in Lansing, Kansas | 39 | 38 | 97% |
| USACE, Southwest Division, Fort Worth, Texas | 39 | 38 | 97% |
| TOTAL | 162 | 154 | 95% |

2-6

HQ ACPERS Data Quality - OPM's CPDF Data Quality Composite

Army Score on Individual Items - by Fiscal Year

| | OPM Standard | 89 | 90 | 91 | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|--|-----------------|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Status File | | | | | | | | | | | | | | | | |
| 1. Days to Submit | 30 | 30 | 18 | 35 | 35 | 22 | 25 | 32 | 16 | 21 | 36 | 50 | 26 | 31 | 26 | 23 |
| 2. Percent of records with valid data in critical fields | 97 | 99 | 99 | 97 | 98 | 98 | 97 | 98 | 98 | 98 | 98 | 98 | 98 | 98 | 99 | 99 |
| 3. Number of data elements valid on 99% of status records | 43,48,49,50,51* | 39 | 41 | 41 | 45 | 48 | 47 | 48 | 48 | 50 | 50 | 50 | 50 | 48 | 49 | 49 |
| 4. Percent of status records without errors | 95 | 86 | 90 | 76 | 88 | 94 | 95 | 95 | 97 | 97 | 98 | 74 | 98 | 97 | 98 | 98 |
| 5. Percent status records compared to records reported on SF113A | 96 | 99 | 99 | 99 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| Dynamics File | | | | | | | | | | | | | | | | |
| 1. Percent of records timely | 90 | 46 | 50 | 52 | 80 | 90 | 58 | 53 | 55 | 79 | 81 | 81 | 88 | 85 | 86 | 92 |
| 2. Percent of records without errors | 95 | 12 | 90 | 79 | 83 | 91 | 83 | 90 | 93 | 92 | 89 | 88 | 89 | 80 | 86 | 82 |

* Increased from 43 to 48 data elements in September 1991; to 49 in September 1993; to 50 in December 1996; 51 in June 1997; 50 in December 2000.

** Standard changed to 50 in December 2000 when one data element, staffing differential, was dropped.

Analysis:

Army's FY03 performance against the seven individual items making up the composite:

Status File (snapshot record of each employee on a specific date)

1. Days to Submit: Army met the standard.
2. Percent of Records with Valid Data in the Most Used Fields: Army met the standard.
3. Number of Data Elements Valid on 99% of Records: Army did not meet the standard. Currently, there are 50 data elements where OPM wants accuracy of at least 99%. Army met the standard on 49 of the 50 data elements.
4. Percent of Records Without Errors: Army met the standard.
5. Percent CPDF Record Count Compared to SF-113A Count: Army met the standard.

Dynamics File (copies of each personnel action taken (e.g., hires, promotions, separations) during a three month period)

1. Percent of Records Timely: Army met the standard.
2. Percent of Records Without Errors: Army did not meet the standard.

3-1
FY03 Grade Accuracy

| Review Site | # Actions Reviewed | # Actions Accurate | % Accuracy |
|--|---------------------------|---------------------------|-------------------|
| Fort Sill in Lawton, Oklahoma | 20 | 16 | 80% |
| Fort Knox in Elizabethtown, Kentucky | 19 | 18 | 95% |
| Fort Leavenworth in Lansing, Kansas | 20 | 20 | 100% |
| USACE, Southwest Division, Fort Worth, Texas | 20 | 18 | 90% |
| TOTAL | 79 | 72 | 91% |

3-2
FY03 Assignment Accuracy

| Review Site | # Actions Reviewed | # Actions Accurate | % Accuracy |
|--|---------------------------|---------------------------|-------------------|
| Fort Sill in Lawton, Oklahoma | 20 | 15 | 75% |
| Fort Knox in Elizabethtown, Kentucky | 19 | 15 | 79% |
| Fort Leavenworth in Lansing, Kansas | 20 | 16 | 80% |
| USACE, Southwest Division, Fort Worth, Texas | 20 | 18 | 90% |
| TOTAL | 79 | 64 | 81% |

3-3
FY03 Performance Appraisals
Regulatory and Procedural Compliance Rate

| Review Site | # Actions Reviewed | # Actions Accurate | % Accuracy |
|--|--------------------|--------------------|------------|
| Fort Sill in Lawton, Oklahoma | 19 | 17 | 89% |
| Fort Knox in Elizabethtown, Kentucky | 12 | 7 | 58% |
| Fort Leavenworth in Lansing, Kansas | 20 | 16 | 80% |
| USACE, Southwest Division, Fort Worth, Texas | 20 | 18 | 90% |
| TOTAL | 71 | 58 | 82% |

3-4
Arbitration Decisions

MACOM Breakout - FY03

| Cmd Code | MACOM | Grievances to Arbitration | Union Prevalled | Management Prevalled | Split or Mitigated |
|------------------|-----------------------|----------------------------------|------------------------|-----------------------------|---------------------------|
| AE | ACQ EXEC SPT AGCY | 0 | 0 | 0 | 0 |
| AS | INSCOM | 0 | 0 | 0 | 0 |
| AT | A TEC | 0 | 0 | 0 | 0 |
| AU | AAA | 0 | 0 | 0 | 0 |
| CB | CIDC | 0 | 0 | 0 | 0 |
| CE | USACE | 18 | 6 | 11 | 4 |
| E1 | USAREUR* | 0 | 0 | 0 | 0 |
| FC | FORSCOM** | 5 | 0 | 2 | 0 |
| GB | ARMY NATIONAL GUARD | 0 | 0 | 0 | 0 |
| HR | RESERVE CMD | 10 | 0 | 3 | 0 |
| JA | JOINT ACTIVITIES | 0 | 0 | 0 | 1 |
| MA | MIL ACADEMY | 0 | 0 | 0 | 0 |
| MC | MEDCOM*** | 3 | 0 | 2 | 9 |
| MT | MTMC | 0 | 0 | 0 | 0 |
| MW | MDW | 0 | 0 | 2 | 1 |
| P1 | USARPAC | 0 | 0 | 0 | 0 |
| P8 | 8TH ARMY/KOREA | 0 | 0 | 7 | 0 |
| PC | MEPCOM | 0 | 0 | 1 | 0 |
| RC | USAREC | 0 | 0 | 2 | 0 |
| SC | SPACE & STRAT DEF CMD | 0 | 0 | 0 | 0 |
| SP | USASOC | 0 | 0 | 0 | 0 |
| SU | USARSO | 0 | 0 | 0 | 0 |
| TC | TRADOC | 3 | 0 | 1 | 0 |
| X1 | AMC | 18 | 8 | 14 | 6 |
| | HQDA**** | 4 | 1 | 3 | 2 |
| ARMY WIDE | | 61 | 15 | 48 | 23 |

* Includes command code J1 (NATO/SHAPE).

** Includes command code CZ (Information Systems Command) and FS (Signal Command).

*** Includes command codes HS (Health Services Command) and MD (Surgeon General).

**** Includes command codes CS (Office, Chief of Staff, Army), MP (PERSCOM), SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff), SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA).

3-5 Unfair Labor Practice Complaints

MACOM Breakout - FY03

| Cmd Code | MACOM | ULP Charges Filed by Union | ULP Complaints Issued by FLRA |
|------------------|-----------------------|----------------------------|-------------------------------|
| AE | ACQ EXEC SPT AGCY | 0 | 0 |
| AS | INSCOM | 0 | 0 |
| AT | ATEC | 6 | 0 |
| AU | AAA | 0 | 0 |
| CB | CIDC | 0 | 0 |
| CE | USACE | 43 | 4 |
| E1 | USAREUR* | 0 | 0 |
| FC | FORSCOM** | 16 | 0 |
| GB | ARMY NATIONAL GUARD | 0 | 0 |
| HR | RESERVE CMD | 60 | 2 |
| JA | JOINT ACTIVITIES | 0 | 0 |
| MA | MIL ACADEMY | 0 | 0 |
| MC | MEDCOM*** | 70 | 1 |
| MT | MTMC | 1 | 0 |
| MW | MDW | 1 | 0 |
| P1 | USARPAC | 3 | 0 |
| P8 | 8TH ARMY/KOREA | 1 | 0 |
| PC | MEPCOM | 0 | 0 |
| RC | USAREC | 0 | 0 |
| SC | SPACE & STRAT DEF CMD | 3 | 0 |
| SP | USASOC | 4 | 0 |
| SU | USARSO | 0 | 0 |
| TC | TRADOC | 15 | 3 |
| X1 | AMC | 58 | 4 |
| | HQDA**** | 6 | 0 |
| ARMY WIDE | | 287 | 14 |

* Includes command code J1 (NATO/SHAPE).

** Includes command code CZ (Information Systems Command) and FS (Signal Command).

*** Includes command codes HS (Health Services Command) and MD (Surgeon General).

**** Includes command codes CS (Office, Chief of Staff, Army), MP (PERSCOM), SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff), SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA).

3-7

Federal Employees Compensation Act (FECA) Benefits

FY 03 Data by MACOM

| DOL Chargeback Costs (\$ Millions) | | | | | | | | | | | |
|------------------------------------|-------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Command | Fiscal Year | | | | | | | | | | |
| | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
| AMC | 57.7 | 58.9 | 58.9 | 56.8 | 54.3 | 54.4 | 54.3 | 51.5 | 56 | 53.9 | 58.4 |
| FORSCOM | 24.0 | 23.4 | 22.2 | 22.6 | 21.9 | 20.7 | 20.2 | 21.0 | 23.5 | 21.6 | 24.4 |
| TRADOC | 18.6 | 19.2 | 18.4 | 18.3 | 17.3 | 17.0 | 17.1 | 17.6 | 17 | 17.1 | 17.4 |
| USACE | 18.1 | 18.9 | 18.9 | 18.0 | 18.3 | 19.6 | 19.2 | 19.2 | 18 | 19.1 | 20.4 |
| NGB | 14.8 | 15.9 | 15.4 | 15.8 | 15.6 | 16.2 | 17.2 | 17.6 | 18.5 | 18.9 | 20.9 |
| OTHER | 31.0 | 32.1 | 31.7 | 32.5 | 32.4 | 34.2 | 35.2 | 40.1 | 36 | 44.3 | 39.5 |
| Total | 164.2 | 168.4 | 165.5 | 164.0 | 159.8 | 162.1 | 163.2 | 167.0 | 169.0 | 174.9 | 181.0 |

| Long Term Injury Claims | | | | | | | | | | | |
|-------------------------|-------------|------|------|------|------|------|------|------|------|------|-------|
| Command | Fiscal Year | | | | | | | | | | |
| | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
| AMC | 1223 | 1241 | 1210 | 1134 | 1071 | 993 | 966 | 936 | 937 | 944 | 955 |
| FORSCOM | 605 | 577 | 643 | 538 | 493 | 470 | 452 | 430 | 477 | 477 | 466 |
| TRADOC | 349 | 349 | 388 | 317 | 294 | 287 | 287 | 265 | 293 | 292 | 300 |
| USACE | 363 | 336 | 348 | 327 | 329 | 334 | 327 | 314 | 304 | 313 | 338 |
| NGB | 326 | 336 | 333 | 357 | 359 | 359 | 356 | 366 | 358 | 379 | 678 |
| OTHER | 625 | 692 | 526 | 698 | 716 | 704 | 707 | 714 | 709 | 728 | 485 |
| Total | 3491 | 3531 | 3448 | 3371 | 3262 | 3147 | 3095 | 3025 | 3078 | 3133 | 3,222 |

3-8

**Accuracy of MACOM and Career Program Budget Estimates
For ACTEDS Intern Funds**

Obligation and Execution Figures - FY03

| CMD CODE | MACOM | Dollars (In Thousands) | | Workyears | |
|----------|------------------------|------------------------|-----------|-----------|-----------|
| | | Estimate | Execution | Estimate | Execution |
| AC | ACA | 11 | 11 | 1.33 | 0.18 |
| AS | INSCOM | 454 | 432 | 9.05 | 6.96 |
| AT | ATEC | 1,394 | 1,394 | 28.64 | 22.62 |
| CB | CIDC | 30 | 29 | 0.08 | 0.54 |
| CE | USACE | 8,567 | 8,563 | 160.77 | 138.26 |
| E1 | USAREUR | 799 | 799 | 13.45 | 12.77 |
| FC | FORSCOM | 1,290 | 1,290 | 42.33 | 20.74 |
| G6 | NETCOM | 459 | 459 | 9.46 | 7.37 |
| MA | MILITARY ACADEMY | 95 | 95 | 1.99 | 1.53 |
| MC | MEDCOM | 954 | 1,010 | 17.76 | 16.16 |
| MT | MTMC | 251 | 216 | 4.65 | 3.48 |
| MW | MDW | 263 | 263 | 4.98 | 4.23 |
| P1 | USARPAC | 471 | 471 | 10.21 | 7.65 |
| P8 | EUSA | 100 | 93 | 1.83 | 1.33 |
| SC | SMDC | 226 | 226 | 6.56 | 3.67 |
| SP | USASOC | 240 | 160 | 3.49 | 2.58 |
| TC | TRADOC | 6,287 | 6,404 | 101.10 | 103.12 |
| X1 | AMC | 17,580 | 17,580 | 317.49 | 283.00 |
| SU | USARSO | 50 | 10 | 1.66 | 0.15 |
| SE | USAFMSA | 555 | 555 | 9.05 | 9.00 |
| SA | HQDA | 3,925 | 3,925 | 65.24 | 63.28 |
| CS | SAFETY CENTER | 3,878 | 3,878 | 46.07 | 62.19 |
| SB | FCR TRANSPORTATION | 1,915 | 1,768 | 25.98 | 28.34 |
| SB | FCR CIVILIAN PERSONNEL | 1,774 | 1,855 | 28.47 | 29.89 |
| SB | FCR LOGISTICS | 4,541 | 4,541 | 49.05 | 73.08 |
| | | | | | |
| | ARMY WIDE | 56,109 | 56,027 | 960.69 | 902.12 |

3-8
Accuracy of MACOM and Career Program Budget Estimates
For ACTEDS Intern Funds (Cont.)

Historical Execution Percentages

| CMD CODE | MACOM | EXECUTION | | | | | | | | | | | | | | | |
|----------|------------------|-----------|------|------|------|------|------|------|------|-----------|------|------|------|------|------|------|------|
| | | Dollars | | | | | | | | Workyears | | | | | | | |
| | | FY96 | FY97 | FY98 | FY99 | FY00 | FY01 | FY02 | FY03 | FY96 | FY97 | FY98 | FY99 | FY00 | FY01 | FY02 | FY03 |
| AC | ACA | NA | NA | NA | NA | NA | NA | NA | 100% | NA | NA | NA | NA | NA | NA | NA | 14% |
| AS | INSCOM | 78% | 63% | 93% | 105% | 99% | 44% | 121% | 95% | 74% | 73% | 91% | 94% | 103% | 33% | 87% | 77% |
| AT | A TEC | NA | NA | NA | NA | 98% | 49% | 87% | 100% | NA | NA | NA | NA | 103% | 45% | 97% | 79% |
| CB | CIDC | 72% | 177% | 51% | 87% | 95% | 98% | 100% | 97% | 67% | 100% | 43% | 94% | 100% | 96% | 100% | 655% |
| CE | USACE | 98% | 98% | 82% | 101% | 99% | 89% | 92% | 100% | 97% | 98% | 75% | 91% | 99% | 79% | 102% | 86% |
| E1 | USAREUR | 61% | 88% | 100% | 100% | 100% | 84% | 99% | 100% | 51% | 85% | 100% | 90% | 96% | 60% | 100% | 95% |
| FC | FORSCOM | 73% | 72% | 102% | 90% | 98% | 88% | 94% | 100% | 73% | 77% | 100% | 89% | 97% | 88% | 96% | 49% |
| G6 | NETCOM | NA | NA | NA | NA | NA | NA | NA | 100% | NA | NA | NA | NA | NA | NA | NA | 78% |
| MA | MILITARY ACADEMY | 79% | 64% | 88% | 100% | 96% | 59% | 95% | 100% | 68% | 63% | 100% | 100% | 98% | 47% | 80% | 77% |
| MC | MEDCOM | 96% | 72% | 126% | 82% | 92% | 59% | 95% | 106% | 86% | 69% | 122% | 114% | 103% | 65% | 97% | 91% |
| MP | PERSCOM | NA | NA | 30% | 103% | 96% | 94% | NA | NA | NA | NA | 17% | 109% | 90% | 83% | NA | NA |
| MT | MTMC | 73% | 107% | 42% | 103% | 110% | 64% | 130% | 86% | 71% | 100% | 44% | 102% | 111% | 51% | 100% | 71% |
| MW | MDW | 31% | 84% | 61% | 120% | 94% | 28% | 148% | 100% | 29% | 100% | 71% | 96% | 101% | 22% | 141% | 85% |
| P1 | USARPAC | 99% | 115% | 116% | 98% | 87% | 38% | 81% | 100% | 85% | 111% | 108% | 98% | 98% | 25% | 100% | 75% |
| P8 | EUSA | NA | NA | NA | 0% | 92% | 66% | 73% | 93% | NA | NA | NA | 0% | 100% | 59% | 86% | 73% |
| RC | USAREC | 168% | 100% | 60% | 106% | 101% | 67% | 103% | NA | 68% | 100% | 40% | 100% | 103% | 39% | 142% | NA |
| SC | SMDC | NA | NA | NA | 104% | 100% | 31% | 100% | 100% | NA | NA | NA | 100% | 100% | 23% | 100% | 56% |
| SP | USASOC | 80% | 92% | 46% | 68% | 83% | 92% | 86% | 67% | 90% | 100% | 55% | 84% | 97% | 80% | 97% | 74% |
| TC | TRADOC | 88% | 90% | 99% | 98% | 96% | 89% | 98% | 102% | 78% | 95% | 105% | 101% | 102% | 87% | 101% | 102% |
| X1 | AMC | 100% | 90% | 83% | 84% | 93% | 85% | 92% | 100% | 96% | 86% | 80% | 97% | 109% | 90% | 99% | 89% |
| SU | USARSO | NA | NA | NA | NA | NA | NA | 58% | 20% | NA | NA | NA | NA | NA | NA | 100% | 9% |
| SE | USAFMSA | 59% | NA | 122% | 107% | 125% | 185% | 93% | 100% | 67% | NA | 133% | 99% | 97% | 132% | 100% | 99% |
| SA | HQDA | 75% | 102% | 76% | 88% | 93% | 123% | 111% | 100% | 76% | 88% | 67% | 90% | 92% | 86% | 98% | 97% |
| CS | SAFETY CENTER | 88% | 93% | 266% | 102% | 107% | 138% | 104% | 100% | 84% | 88% | 178% | 94% | 99% | 123% | 101% | 135% |
| | ARPERSCOM | NA | 105% | 40% | 96% | 228% | NA | NA | NA | NA | 100% | 33% | 100% | 100% | NA | NA | NA |
| SB | FCR TRANSP. | 170% | 111% | 143% | 87% | 96% | 107% | 112% | 92% | 105% | 100% | 112% | 107% | 102% | 98% | 105% | 109% |
| SB | FCR CPA | NA | 47% | 123% | 108% | 97% | 86% | 110% | 105% | NA | 44% | 100% | 98% | 101% | 98% | 99% | 105% |
| SB | FCR LOGISTICS | NA | 79% | 114% | 106% | 98% | 80% | 131% | 100% | NA | 54% | 85% | 91% | 103% | 80% | 100% | 149% |
| | ARMY WIDE | 96% | 90% | 93% | 94% | 97% | 87% | 98% | 100% | 89% | 86% | 86% | 95% | 102% | 83% | 100% | 94% |

3-9

Percent of Pre-Identified Emergency Essential Employees
with Signed Agreements

FY03 Data by MACOM

| Cmd Code | MACOM | Col A Emergency Essential (EE) Employee | Col B EE Employee not in EE Position | Col C EE Employee in EE Position | Col D EE in EE with Signed Agreements | Col E Percent with Signed Agreements |
|----------|-------------------|--|---|---|--|---|
| AE | ACQ EXEC SPT AGCY | 30 | 9 | 21 | 20 | 95% |
| AS | INSCOM | 19 | 3 | 16 | 15 | 94% |
| AT | OTEC | 6 | 6 | 0 | 0 | NA |
| AU | AAA | 1 | 1 | 0 | 0 | NA |
| BA | INSTALLATION MGT | 28 | 17 | 11 | 10 | 91% |
| CB | CIDC | 6 | 5 | 1 | 1 | 100% |
| CE | USACE | 223 | 115 | 108 | 85 | 79% |
| E1 | USAREUR | 47 | 33 | 14 | 10 | 71% |
| FC | FORSCOM* | 77 | 52 | 25 | 22 | 88% |
| GB | NGB (Title 5) | 4 | 4 | 0 | 0 | NA |
| G6 | NETCOM | 61 | 21 | 40 | 36 | 90% |
| HR | RESERVE CMD | 4 | 4 | 0 | 0 | NA |
| JA | JOINT ACTIVITIES | 42 | 10 | 32 | 31 | 97% |
| MA | MIL ACADEMY | 47 | 47 | 0 | 0 | NA |
| MC | MEDCOM | 98 | 86 | 12 | 12 | 100% |
| MT | MTMC | 38 | 8 | 30 | 13 | 43% |
| MW | MDW | 6 | 6 | 0 | 0 | NA |
| PC | MEPCOM | 2 | 2 | 0 | 0 | NA |
| P1 | USARPAC | 100 | 5 | 95 | 38 | 40% |
| P8 | 8TH ARMY/KOREA | 213 | 39 | 174 | 169 | 97% |
| RC | USAREC | 1 | 1 | 0 | 0 | NA |
| SC | SPACE & STRAT DEF | 1 | 1 | 0 | 0 | NA |
| SP | USASOC | 12 | 3 | 9 | 9 | 100% |
| SU | USARSO | 2 | 1 | 1 | 1 | 100% |
| TC | TRADOC | 48 | 47 | 1 | 1 | 100% |
| X1 | AMC | 616 | 213 | 403 | 388 | 96% |
| | HQDA** | 41 | 37 | 4 | 4 | 100% |
| | ARMY WIDE | 1773 | 776 | 997 | 865 | 86.8% |

Col A: Emergency Essential (EE) employees are identified using DIN=PGF, codes 1-4.

Col B: Generally, EE employees should be in EE positions. EE positions are identified using DIN=JGE, codes C & D. This column shows errors - the number of EE employees who are not in EE positions.

Col C: This column shows the population for the analysis - EE employees in EE positions.

Col D: EE employees with signed agreements are identified using DIN=PGF, codes 1 & 3.

Col E: Col D divided by Col C.

* Includes command codes FS (US Army Signal Command).

** Includes command codes CS (Office, Chief of Staff, Army), MP (PERSCOM), SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff), and SJ (Joint & DOD Acts).

4-1
Satisfaction with Job

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| My job makes good use of my abilities | | |
| strongly agree | 8602 | 25% |
| agree | 15363 | 45% |
| neither agree nor disagree | 3422 | 10% |
| disagree | 4231 | 13% |
| strongly disagree | 2225 | 7% |
| totals | 33843 | 100% |
| I frequently think about quitting my job | | |
| strongly disagree | 9319 | 28% |
| disagree | 9667 | 29% |
| neither agree nor disagree | 6078 | 18% |
| agree | 5497 | 16% |
| strongly agree | 2917 | 9% |
| totals | 33478 | 100% |
| I find my work challenging | | |
| strongly agree | 7183 | 21% |
| agree | 15070 | 45% |
| neither agree nor disagree | 5951 | 18% |
| disagree | 3890 | 12% |
| strongly disagree | 1722 | 5% |
| totals | 33816 | 100% |
| I am often bored with my job | | |
| strongly disagree | 8939 | 27% |
| disagree | 12219 | 36% |
| neither agree nor disagree | 6340 | 19% |
| agree | 4474 | 13% |
| strongly agree | 1688 | 5% |
| totals | 33660 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 2602 | 36% |
| 3427 | 47% |
| 487 | 7% |
| 545 | 7% |
| 240 | 3% |
| 7301 | 100% |
| | |
| 2225 | 31% |
| 2174 | 30% |
| 1165 | 16% |
| 1143 | 16% |
| 530 | 7% |
| 7237 | 100% |
| | |
| 2693 | 37% |
| 3377 | 46% |
| 724 | 10% |
| 371 | 5% |
| 139 | 2% |
| 7304 | 100% |
| | |
| 3101 | 43% |
| 2633 | 36% |
| 829 | 11% |
| 530 | 7% |
| 155 | 2% |
| 7248 | 100% |

**4-1 (Cont.)
Satisfaction with Job**

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| All in all, I am satisfied with my job | | |
| strongly agree | 7737 | 23% |
| agree | 14948 | 44% |
| neither agree nor disagree | 5652 | 17% |
| disagree | 3538 | 10% |
| strongly disagree | 1891 | 6% |
| | | |
| totals | 33766 | 100% |
| Composite - Satisfaction with Job | | |
| strongly agree | 41780 | 25% |
| agree | 67267 | 40% |
| neither agree nor disagree | 27443 | 16% |
| disagree | 21630 | 13% |
| strongly disagree | 10443 | 6% |
| | | |
| totals | 168563 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 2217 | 30% |
| 3323 | 46% |
| 963 | 13% |
| 553 | 8% |
| 246 | 3% |
| | |
| 7302 | 100% |
| | |
| 12838 | 35% |
| 14934 | 41% |
| 4168 | 11% |
| 3142 | 9% |
| 1310 | 4% |
| | |
| 36392 | 100% |

**4-1 (Cont.)
Satisfaction with Job**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|------------------|------------|
| | Count | Percent |
| AMC | | 63% |
| FORSCOM | | 67% |
| MEDCOM | | 63% |
| TRADOC | | 66% |
| USACE | | 67% |
| USAREUR | | 63% |
| OTHER | | 63% |
| | | |
| TOTAL ARMY | | 65% |

| Supervisor Results | |
|--------------------|------------|
| Count | Percent |
| | 75% |
| | 78% |
| | 74% |
| | 78% |
| | 79% |
| | 76% |
| | 75% |
| | |
| | 76% |

4-2

Satisfaction with Career - Recommendation to Others

| Question | Employee Results | |
|---|------------------|---------|
| | Count | Percent |
| I would recommend that others pursue a career as a civilian with the Federal Government | | |
| strongly agree | 7436 | 22% |
| agree | 14770 | 44% |
| neither agree nor disagree | 5831 | 17% |
| disagree | 3426 | 10% |
| strongly disagree | 2333 | 7% |
| totals | 33796 | 100% |
| I would recommend that others pursue a career as a civilian with the Army | | |
| strongly agree | 6387 | 19% |
| agree | 13375 | 40% |
| neither agree nor disagree | 6895 | 20% |
| disagree | 4135 | 12% |
| strongly disagree | 2878 | 9% |
| totals | 33670 | 100% |
| I would recommend that others pursue a career as a civilian with this organization | | |
| strongly agree | 5990 | 18% |
| agree | 11678 | 35% |
| neither agree nor disagree | 7026 | 21% |
| disagree | 4964 | 15% |
| strongly disagree | 4105 | 12% |
| totals | 33763 | 100% |
| Composite - Satisfaction with Career (Recommendation to Others) | | |
| strongly agree | 19813 | 20% |
| agree | 39823 | 39% |
| neither agree nor disagree | 19752 | 20% |
| disagree | 12525 | 12% |
| strongly disagree | 9316 | 9% |
| totals | 101229 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 1473 | 20% |
| 3342 | 46% |
| 1134 | 16% |
| 877 | 12% |
| 454 | 6% |
| 7280 | 100% |
| | |
| 1312 | 18% |
| 2967 | 41% |
| 1295 | 18% |
| 1058 | 15% |
| 630 | 9% |
| 7262 | 100% |
| | |
| 1380 | 19% |
| 2714 | 37% |
| 1341 | 18% |
| 1085 | 15% |
| 736 | 10% |
| 7256 | 100% |
| | |
| 4165 | 19% |
| 9023 | 41% |
| 3770 | 17% |
| 3020 | 14% |
| 1820 | 8% |
| 21798 | 100% |

**4-2 (Cont.)
Satisfaction with Career**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|------------------|------------|
| | Count | Percent |
| AMC | | 58% |
| FORSCOM | | 55% |
| MEDCOM | | 60% |
| TRADOC | | 60% |
| USACE | | 60% |
| USAREUR | | 61% |
| OTHER | | 58% |
| | | |
| TOTAL ARMY | | 59% |

| Supervisor Results | |
|--------------------|------------|
| Count | Percent |
| | 63% |
| | 55% |
| | 61% |
| | 60% |
| | 61% |
| | 64% |
| | 60% |
| | |
| | |
| | 61% |

**4-3
Satisfaction with Supervisor**

| Question | Employee Results | |
|---|------------------|---------|
| | Count | Percent |
| My supervisor clearly outlines the goals and priorities for my work | | |
| strongly agree | 6595 | 20% |
| agree | 14035 | 42% |
| neither agree nor disagree | 5399 | 16% |
| disagree | 5115 | 15% |
| strongly disagree | 2498 | 7% |
| totals | 33642 | 100% |
| My supervisor lets me know how well I am doing my work | | |
| strongly agree | 7471 | 22% |
| agree | 14173 | 42% |
| neither agree nor disagree | 5156 | 15% |
| disagree | 4467 | 13% |
| strongly disagree | 2355 | 7% |
| totals | 33622 | 100% |
| My supervisor keeps me informed about matters affecting my job and me | | |
| strongly agree | 7319 | 22% |
| agree | 13561 | 40% |
| neither agree nor disagree | 5396 | 16% |
| disagree | 4696 | 14% |
| strongly disagree | 2631 | 8% |
| totals | 33603 | 100% |
| My supervisor gives me the support and backing I need to do my job well | | |
| strongly agree | 8777 | 26% |
| agree | 12904 | 38% |
| neither agree nor disagree | 5461 | 16% |
| disagree | 3748 | 11% |
| strongly disagree | 2735 | 8% |
| totals | 33625 | 100% |
| My supervisor has a strong interest in the welfare of his/her employees | | |
| strongly agree | 9585 | 29% |
| agree | 11582 | 35% |
| neither agree nor disagree | 5937 | 18% |
| disagree | 3407 | 10% |
| strongly disagree | 2989 | 9% |
| totals | 33500 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 1585 | 22% |
| 3117 | 43% |
| 1097 | 15% |
| 1006 | 14% |
| 454 | 6% |
| 7259 | 100% |
| | |
| 1783 | 25% |
| 3242 | 45% |
| 1008 | 14% |
| 807 | 11% |
| 426 | 6% |
| 7266 | 100% |
| | |
| 1969 | 27% |
| 3015 | 42% |
| 1074 | 15% |
| 729 | 10% |
| 455 | 6% |
| 7242 | 100% |
| | |
| 2274 | 31% |
| 2884 | 40% |
| 975 | 13% |
| 633 | 9% |
| 501 | 7% |
| 7267 | 100% |
| | |
| 2412 | 33% |
| 2660 | 37% |
| 1105 | 15% |
| 594 | 8% |
| 475 | 7% |
| 7246 | 100% |

**4-3 (Cont.)
Satisfaction with Supervisor**

| Question | Employee Results | |
|---|------------------|---------|
| | Count | Percent |
| My supervisor is competent in handling the technical parts of his/her job | | |
| strongly agree | 10950 | 33% |
| agree | 13656 | 41% |
| neither agree nor disagree | 4492 | 13% |
| disagree | 2149 | 6% |
| strongly disagree | 2031 | 6% |
| totals | 33278 | 100% |
| I feel free to go to my supervisor with questions or problems about my work | | |
| strongly agree | 11410 | 34% |
| agree | 13633 | 41% |
| neither agree nor disagree | 3515 | 10% |
| disagree | 2692 | 8% |
| strongly disagree | 2370 | 7% |
| totals | 33620 | 100% |
| My supervisor provides me with career counseling | | |
| strongly agree | 5129 | 16% |
| agree | 8847 | 27% |
| neither agree nor disagree | 7973 | 24% |
| disagree | 6473 | 20% |
| strongly disagree | 4373 | 13% |
| totals | 32795 | 100% |
| Composite - Satisfaction with Supervisor | | |
| strongly agree | 67236 | 25% |
| agree | 102391 | 38% |
| neither agree nor disagree | 43329 | 16% |
| disagree | 32747 | 12% |
| strongly disagree | 21982 | 8% |
| totals | 267685 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 2586 | 36% |
| 3067 | 42% |
| 805 | 11% |
| 452 | 6% |
| 310 | 4% |
| 7220 | 100% |
| | |
| 3022 | 42% |
| 2887 | 40% |
| 576 | 8% |
| 423 | 6% |
| 356 | 5% |
| 7264 | 100% |
| | |
| 1162 | 16% |
| 2025 | 29% |
| 1701 | 24% |
| 1325 | 19% |
| 876 | 12% |
| 7089 | 100% |
| | |
| 16793 | 29% |
| 22897 | 40% |
| 8341 | 14% |
| 5969 | 10% |
| 3853 | 7% |
| 57853 | 100% |

**4-3 (Cont.)
Satisfaction with Supervisor**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|------------------|------------|
| | Count | Percent |
| AMC | | 61% |
| FORSCOM | | 64% |
| MEDCOM | | 62% |
| TRADOC | | 65% |
| USACE | | 65% |
| USAREUR | | 64% |
| OTHER | | 63% |
| | | |
| TOTAL ARMY | | 63% |

| Supervisor Results | |
|--------------------|------------|
| Count | Percent |
| | 66% |
| | 67% |
| | 65% |
| | 71% |
| | 73% |
| | 67% |
| | 68% |
| | |
| | 69% |

4-4
Satisfaction with Management

| Question | Employee Results | |
|---|------------------|---------|
| | Count | Percent |
| Management is competent | | |
| strongly agree | 5006 | 15% |
| agree | 14157 | 43% |
| neither agree nor disagree | 7142 | 22% |
| disagree | 4122 | 12% |
| strongly disagree | 2755 | 8% |
| totals | 33182 | 100% |
| Management treats employees with respect and consideration | | |
| strongly agree | 5329 | 16% |
| agree | 13390 | 40% |
| neither agree nor disagree | 6583 | 20% |
| disagree | 4618 | 14% |
| strongly disagree | 3376 | 10% |
| totals | 33296 | 100% |
| Management makes timely decisions | | |
| strongly agree | 3716 | 11% |
| agree | 10274 | 31% |
| neither agree nor disagree | 8392 | 25% |
| disagree | 6615 | 20% |
| strongly disagree | 3923 | 12% |
| totals | 32920 | 100% |
| Management rewards employees who show initiative and innovation | | |
| strongly agree | 4010 | 12% |
| agree | 9320 | 29% |
| neither agree nor disagree | 7742 | 24% |
| disagree | 6399 | 20% |
| strongly disagree | 5050 | 16% |
| totals | 32521 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 1471 | 20% |
| 3399 | 47% |
| 1248 | 17% |
| 724 | 10% |
| 395 | 5% |
| 7237 | 100% |
| | |
| 1537 | 21% |
| 3175 | 44% |
| 1163 | 16% |
| 861 | 12% |
| 499 | 7% |
| | |
| 7235 | 100% |
| | |
| 927 | 13% |
| 2527 | 35% |
| 1673 | 23% |
| 1418 | 20% |
| 677 | 9% |
| 7222 | 100% |
| | |
| 1107 | 15% |
| 2599 | 36% |
| 1544 | 22% |
| 1195 | 17% |
| 717 | 10% |
| 7162 | 100% |

**4-4 (Cont.)
Satisfaction with Management**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|------------------|------------|
| | Count | Percent |
| AMC | | 43% |
| FORSCOM | | 51% |
| MEDCOM | | 48% |
| TRADOC | | 54% |
| USACE | | 49% |
| USAREUR | | 52% |
| OTHER | | 50% |
| | | |
| TOTAL ARMY | | 49% |

| Supervisor Results | |
|--------------------|------------|
| Count | Percent |
| | 57% |
| | 59% |
| | 55% |
| | 61% |
| | 60% |
| | 56% |
| | 56% |
| | |
| | 58% |

4-5

Satisfaction with Promotion System

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| Employees at this installation have an equal chance to compete for promotions | | |
| strongly agree | 2542 | 8% |
| agree | 10115 | 32% |
| neither agree nor disagree | 6983 | 22% |
| disagree | 6721 | 21% |
| strongly disagree | 5195 | 16% |
| totals | 31556 | 100% |
| When promotions are made at this installation, the best qualified people are selected | | |
| strongly agree | 1645 | 5% |
| agree | 6346 | 21% |
| neither agree nor disagree | 9388 | 31% |
| disagree | 7363 | 24% |
| strongly disagree | 5951 | 19% |
| totals | 30693 | 100% |
| Employees at this installation are treated fairly with regard to job placements and promotions | | |
| strongly agree | 1861 | 6% |
| agree | 7465 | 24% |
| neither agree nor disagree | 9179 | 30% |
| disagree | 7050 | 23% |
| strongly disagree | 5459 | 18% |
| totals | 31014 | 100% |
| I am satisfied with the processes used to fill vacancies at this installation | | |
| strongly agree | 1788 | 6% |
| agree | 7444 | 24% |
| neither agree nor disagree | 8752 | 28% |
| disagree | 7328 | 23% |
| strongly disagree | 6254 | 20% |
| totals | 31566 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 1094 | 15% |
| 3126 | 44% |
| 1227 | 17% |
| 1031 | 15% |
| 616 | 9% |
| 7094 | 100% |
| | |
| 796 | 11% |
| 2490 | 36% |
| 1896 | 27% |
| 1228 | 18% |
| 603 | 9% |
| 7013 | 100% |
| | |
| 917 | 13% |
| 2745 | 39% |
| 1724 | 25% |
| 1090 | 16% |
| 552 | 8% |
| 7028 | 100% |
| | |
| 677 | 10% |
| 2378 | 34% |
| 1596 | 23% |
| 1542 | 22% |
| 881 | 12% |
| 7074 | 100% |

4-5 (Cont.)
Satisfaction with Promotion System

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| The quality of candidates referred to me for vacancies in my work unit is high * | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| | | |
| totals | NA | NA |
| | | |
| Composite - Satisfaction with Promotion System | | |
| strongly agree | 7836 | 6% |
| agree | 31370 | 25% |
| neither agree nor disagree | 34302 | 27% |
| disagree | 28462 | 23% |
| strongly disagree | 22859 | 18% |
| | | |
| totals | 124829 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 507 | 8% |
| 2431 | 37% |
| 1941 | 30% |
| 1223 | 19% |
| 475 | 7% |
| | |
| 6577 | 100% |
| | |
| | |
| 3991 | 11% |
| 13170 | 38% |
| 8384 | 24% |
| 6114 | 18% |
| 3127 | 9% |
| | |
| 34786 | 100% |

* Item only on supervisor survey.

**4-5 (Cont.)
Satisfaction with Promotion System**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|------------------|------------|
| | Count | Percent |
| AMC | | 28% |
| FORSCOM | | 27% |
| MEDCOM | | 26% |
| TRADOC | | 28% |
| USACE | | 37% |
| USAREUR | | 31% |
| OTHER | | 34% |
| | | |
| TOTAL ARMY | | 31% |

| Supervisor Results | |
|--------------------|------------|
| Count | Percent |
| | 53% |
| | 45% |
| | 41% |
| | 45% |
| | 59% |
| | 45% |
| | 48% |
| | |
| | 49% |

4-6

Satisfaction with Awards and Recognition

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| When I do a good job, it is recognized | | |
| strongly agree | 4390 | 13% |
| agree | 13218 | 40% |
| neither agree nor disagree | 7179 | 22% |
| disagree | 5579 | 17% |
| strongly disagree | 2948 | 9% |
| totals | 33314 | 100% |
| When awards are given in my workgroup, they go to the people who earned them | | |
| strongly agree | 3224 | 10% |
| agree | 10174 | 33% |
| neither agree nor disagree | 8842 | 28% |
| disagree | 5396 | 17% |
| strongly disagree | 3553 | 11% |
| totals | 31189 | 100% |
| Employees at this installation are treated fairly with regard to awards | | |
| strongly agree | 2425 | 8% |
| agree | 8366 | 27% |
| neither agree nor disagree | 9032 | 29% |
| disagree | 6801 | 22% |
| strongly disagree | 4335 | 14% |
| totals | 30959 | 100% |
| If I perform my job especially well, I will receive an award | | |
| strongly agree | 3178 | 10% |
| agree | 9406 | 30% |
| neither agree nor disagree | 8637 | 27% |
| disagree | 6160 | 19% |
| strongly disagree | 4331 | 14% |
| totals | 31712 | 100% |
| Composite - Satisfaction with Awards and Recognition | | |
| strongly agree | 13217 | 10% |
| agree | 41164 | 32% |
| neither agree nor disagree | 33690 | 26% |
| disagree | 23936 | 19% |
| strongly disagree | 15167 | 12% |
| totals | 127174 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 1333 | 19% |
| 3109 | 43% |
| 1351 | 19% |
| 960 | 13% |
| 437 | 6% |
| 7190 | 100% |
| | |
| 978 | 14% |
| 2792 | 39% |
| 1755 | 25% |
| 1099 | 16% |
| 454 | 6% |
| 7078 | 100% |
| | |
| 944 | 14% |
| 2561 | 37% |
| 1767 | 25% |
| 1210 | 17% |
| 499 | 7% |
| 6981 | 100% |
| | |
| 1049 | 15% |
| 2539 | 36% |
| 1776 | 25% |
| 1095 | 16% |
| 570 | 8% |
| 7029 | 100% |
| | |
| 4304 | 15% |
| 11001 | 39% |
| 6649 | 24% |
| 4364 | 15% |
| 1960 | 7% |
| 28278 | 100% |

**4-6 (Cont.)
Satisfaction with Awards and Recognition**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|------------------|------------|
| | Count | Percent |
| AMC | | 39% |
| FORSCOM | | 43% |
| MEDCOM | | 37% |
| TRADOC | | 44% |
| USACE | | 46% |
| USAREUR | | 42% |
| OTHER | | 44% |
| | | |
| TOTAL ARMY | | 43% |

| Supervisor Results | |
|--------------------|------------|
| Count | Percent |
| | 55% |
| | 52% |
| | 46% |
| | 54% |
| | 61% |
| | 54% |
| | 53% |
| | |
| | 54% |

4-7

Satisfaction with Discipline/Grievances/EEO Procedures

| Question | Employee Results | |
|---|------------------|---------|
| | Count | Percent |
| If I filed a grievance, it would be held against me | | |
| strongly disagree | 1143 | 4% |
| disagree | 4017 | 16% |
| neither agree nor disagree | 9045 | 36% |
| agree | 7500 | 29% |
| strongly agree | 3733 | 15% |
| totals | 25438 | 100% |
| Top management at this installation actively supports the EEO program | | |
| strongly agree | 4241 | 14% |
| agree | 13501 | 46% |
| neither agree nor disagree | 8627 | 29% |
| disagree | 1880 | 6% |
| strongly disagree | 1226 | 4% |
| totals | 29475 | 100% |
| Employees at this installation are treated fairly with regard to discipline | | |
| strongly agree | 2093 | 8% |
| agree | 8658 | 31% |
| neither agree nor disagree | 9083 | 33% |
| disagree | 5339 | 19% |
| strongly disagree | 2689 | 10% |
| totals | 27862 | 100% |
| Employees at this installation are treated fairly with regard to grievances and appeals | | |
| strongly agree | 1632 | 7% |
| agree | 6616 | 27% |
| neither agree nor disagree | 10259 | 42% |
| disagree | 3908 | 16% |
| strongly disagree | 2269 | 9% |
| totals | 24684 | 100% |
| Composite - Satisfaction with Discipline/Grievance/EEO Procedures | | |
| strongly agree | 9109 | 8% |
| agree | 32792 | 31% |
| neither agree nor disagree | 37014 | 34% |
| disagree | 18627 | 17% |
| strongly disagree | 9917 | 9% |
| totals | 107459 | 100% |

4-7 (Cont.)
Satisfaction with Discipline/Grievances/EEO Procedures

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|-------------------------|----------------|
| | Count | Percent |
| AMC | | 34% |
| FORSCOM | | 36% |
| MEDCOM | | 37% |
| TRADOC | | 40% |
| USACE | | 43% |
| USAREUR | | 42% |
| OTHER | | 40% |
| | | |
| TOTAL ARMY | | 38% |

4-8
Satisfaction with Work Group

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| The people I work with do a good job | | |
| strongly agree | 9323 | 28% |
| agree | 18196 | 55% |
| neither agree nor disagree | 3811 | 11% |
| disagree | 1582 | 5% |
| strongly disagree | 470 | 1% |
| totals | 33382 | 100% |
| My work group is well run | | |
| strongly agree | 7576 | 23% |
| agree | 14331 | 43% |
| neither agree nor disagree | 6073 | 18% |
| disagree | 3715 | 11% |
| strongly disagree | 1465 | 4% |
| totals | 33160 | 100% |
| People in my group work well together | | |
| strongly agree | 8805 | 27% |
| agree | 15733 | 47% |
| neither agree nor disagree | 4800 | 14% |
| disagree | 2715 | 8% |
| strongly disagree | 1111 | 3% |
| totals | 33164 | 100% |
| Composite - Satisfaction with Work Group | | |
| strongly agree | 25704 | 26% |
| agree | 48260 | 48% |
| neither agree nor disagree | 14684 | 15% |
| disagree | 8012 | 8% |
| strongly disagree | 3046 | 3% |
| totals | 99706 | 100% |

4-8 (Cont.)
Satisfaction with Work Group

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|-------------------------|----------------|
| | Count | Percent |
| AMC | | 74% |
| FORSCOM | | 75% |
| MEDCOM | | 70% |
| TRADOC | | 76% |
| USACE | | 75% |
| USAREUR | | 74% |
| OTHER | | 74% |
| | | |
| TOTAL ARMY | | 74% |

4-9

Satisfaction with Amount of Authority

| Question | Supervisor Results | |
|--|--------------------|---------|
| | Count | Percent |
| How much authority do you have to carry out the following personnel management responsibilities? | | |
| Writing or changing job descriptions (i.e., classifying jobs) | | |
| all I need | 3251 | 49% |
| some. but not enough | 2251 | 34% |
| none | 1191 | 18% |
| totals | 6693 | 100% |
| Recruiting and selecting employees | | |
| all I need | 3544 | 52% |
| some. but not enough | 2608 | 38% |
| none | 716 | 10% |
| totals | 6868 | 100% |
| Changing the organizational structure of my work unit | | |
| all I need | 2429 | 36% |
| some. but not enough | 2390 | 36% |
| none | 1906 | 28% |
| totals | 6725 | 100% |
| Assigning work to subordinates | | |
| all I need | 6063 | 85% |
| some. but not enough | 957 | 13% |
| none | 122 | 2% |
| totals | 7142 | 100% |
| Evaluating work performance | | |
| all I need | 6019 | 84% |
| some. but not enough | 926 | 13% |
| none | 187 | 3% |
| totals | 7132 | 100% |
| Giving monetary and honorary performance awards | | |
| all I need | 3596 | 51% |
| some. but not enough | 2575 | 37% |
| none | 842 | 12% |
| totals | 7013 | 100% |

4-9 (Cont.)
Satisfaction with Amount of Authority

| Question | Supervisor Results | |
|--|--------------------|---------|
| | Count | Percent |
| Firing people | | |
| all I need | 1992 | 33% |
| some. but not enough | 2031 | 34% |
| none | 2016 | 33% |
| totals | 6039 | 100% |
| Approving leave requests/controlling employee absences | | |
| all I need | 6091 | 86% |
| some. but not enough | 777 | 11% |
| none | 220 | 3% |
| totals | 7088 | 100% |
| Taking disciplinary action | | |
| all I need | 4013 | 60% |
| some. but not enough | 2097 | 31% |
| none | 599 | 9% |
| totals | 6709 | 100% |
| Taking action to improve substandard performance | | |
| all I need | 4173 | 61% |
| some. but not enough | 2260 | 33% |
| none | 414 | 6% |
| totals | 6847 | 100% |
| Getting employees the training they need | | |
| all I need | 3671 | 52% |
| some. but not enough | 2833 | 40% |
| none | 575 | 8% |
| totals | 7079 | 100% |
| Changing work processes or methods | | |
| all I need | 3889 | 55% |
| some. but not enough | 2619 | 37% |
| none | 530 | 8% |
| totals | 7038 | 100% |
| Composite - Satisfaction with Amount of Authority | | |
| all I need | 48731 | 59% |
| some. but not enough | 24324 | 30% |
| none | 9318 | 11% |
| totals | 82373 | 100% |

4-9 (Cont.)
Satisfaction with Amount of Authority

MACOM Breakout

| MACOM | Supervisor Results | |
|-------------------|---------------------------|----------------|
| | Count | Percent |
| AMC | | 59% |
| FORSCOM | | 58% |
| MEDCOM | | 57% |
| TRADOC | | 61% |
| USACE | | 62% |
| USAREUR | | 58% |
| OTHER | | 58% |
| | | |
| TOTAL ARMY | | 59% |

4-10 (Cont.)
Satisfaction with Training and Development

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| I have had enough leadership training (e.g., directing subordinates, team building) to be an effective leader ** | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |
| I have had enough training in civilian personnel administrative procedures ** | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |
| I am able to get timely and quality training for my subordinates ** | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |
| Supervisor Composite - Satisfaction with Training and Development | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 2614 | 36% |
| 3132 | 43% |
| 667 | 9% |
| 649 | 9% |
| 152 | 2% |
| 7214 | 100% |
| | |
| 1264 | 18% |
| 2677 | 37% |
| 1260 | 18% |
| 1614 | 22% |
| 369 | 5% |
| | |
| 7184 | 100% |
| | |
| 1221 | 17% |
| 3002 | 42% |
| 1360 | 19% |
| 1180 | 17% |
| 333 | 5% |
| 7096 | 100% |
| | |
| 5099 | 24% |
| 8811 | 41% |
| 3287 | 15% |
| 3443 | 16% |
| 854 | 4% |
| 21494 | 100% |

* Item only on employee survey.

** Item only on supervisor survey.

**4-10 (Cont.)
Satisfaction with Training and Development**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|-------------------------|----------------|
| | Count | Percent |
| AMC | | 58% |
| FORSCOM | | 63% |
| MEDCOM | | 59% |
| TRADOC | | 57% |
| USACE | | 66% |
| USAREUR | | 59% |
| OTHER | | 60% |
| | | |
| TOTAL ARMY | | 61% |

| Supervisor Results | |
|---------------------------|----------------|
| Count | Percent |
| | 68% |
| | 67% |
| | 61% |
| | 63% |
| | 68% |
| | 58% |
| | 64% |
| | |
| | 65% |

4-11
Satisfaction with Fairness

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| Managers/supervisors deal effectively with reports of prejudice and discrimination | | |
| strongly agree | 2705 | 11% |
| agree | 8469 | 35% |
| neither agree nor disagree | 8721 | 36% |
| disagree | 2700 | 11% |
| strongly disagree | 1827 | 7% |
| totals | 24422 | 100% |
| If I complained of discrimination, it would be held against me | | |
| strongly disagree | 2298 | 9% |
| disagree | 6203 | 24% |
| neither agree nor disagree | 9219 | 36% |
| agree | 5371 | 21% |
| strongly agree | 2313 | 9% |
| totals | 25404 | 100% |
| Nonminority employees often get preferential treatment over minority employees | | |
| strongly disagree | 6631 | 23% |
| disagree | 10341 | 37% |
| neither agree nor disagree | 8385 | 30% |
| agree | 1867 | 7% |
| strongly agree | 996 | 4% |
| totals | 28220 | 100% |
| Minority employees often get preferential treatment over nonminority employees | | |
| strongly disagree | 3539 | 12% |
| disagree | 7922 | 28% |
| neither agree nor disagree | 9091 | 32% |
| agree | 5091 | 18% |
| strongly agree | 2687 | 9% |
| totals | 28330 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 1663 | 25% |
| 3114 | 47% |
| 1061 | 16% |
| 508 | 8% |
| 223 | 3% |
| 6569 | 100% |
| | |
| 1131 | 17% |
| 2351 | 36% |
| 1665 | 26% |
| 927 | 14% |
| 402 | 6% |
| 6476 | 100% |
| | |
| 2094 | 31% |
| 2938 | 43% |
| 1364 | 20% |
| 276 | 4% |
| 156 | 2% |
| 6828 | 100% |
| | |
| 1197 | 18% |
| 2306 | 34% |
| 1798 | 26% |
| 1077 | 16% |
| 462 | 7% |
| 6840 | 100% |

4-11 (Cont.)
Satisfaction with Fairness

| Question | Employee Results | |
|---|------------------|---------|
| | Count | Percent |
| Male employees often get preferential treatment over female employees | | |
| strongly disagree | 4911 | 17% |
| disagree | 9882 | 34% |
| neither agree nor disagree | 9450 | 33% |
| agree | 3230 | 11% |
| strongly agree | 1410 | 5% |
| totals | 28883 | 100% |
| Female employees often get preferential treatment over male employees | | |
| strongly disagree | 4058 | 14% |
| disagree | 10028 | 35% |
| neither agree nor disagree | 9871 | 34% |
| agree | 3314 | 11% |
| strongly agree | 1661 | 6% |
| totals | 28932 | 100% |
| Composite - Satisfaction with Fairness | | |
| strongly agree | 24142 | 15% |
| agree | 52845 | 32% |
| neither agree nor disagree | 54737 | 33% |
| disagree | 21573 | 13% |
| strongly disagree | 10894 | 7% |
| totals | 164191 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 1663 | 24% |
| 2759 | 40% |
| 1631 | 24% |
| 588 | 9% |
| 236 | 3% |
| 6877 | 100% |
| | |
| 1319 | 19% |
| 2724 | 40% |
| 1806 | 26% |
| 714 | 10% |
| 301 | 4% |
| 6864 | 100% |
| | |
| 9067 | 22% |
| 16192 | 40% |
| 9325 | 23% |
| 4090 | 10% |
| 1780 | 4% |
| 40454 | 100% |

**4-11 (Cont.)
Satisfaction with Fairness**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|------------------|------------|
| | Count | Percent |
| AMC | | 42% |
| FORSCOM | | 46% |
| MEDCOM | | 48% |
| TRADOC | | 48% |
| USACE | | 48% |
| USAREUR | | 51% |
| OTHER | | 48% |
| | | |
| TOTAL ARMY | | 47% |

| Supervisor Results | |
|--------------------|------------|
| Count | Percent |
| | 61% |
| | 65% |
| | 62% |
| | 60% |
| | 64% |
| | 62% |
| | 62% |
| | |
| | 62% |

4-12
Number of Formal Grievances
(Under Administrative Grievance Procedures)

MACOM Breakout - FY03

| Cmd Code | MACOM | Formal Agency Grievances |
|-----------------|-----------------------|---------------------------------|
| AE | ACQ EXEC SPT AGCY | 0 |
| AS | INSCOM | 1 |
| AT | ATEC | 0 |
| AU | AAA | 0 |
| CB | CIDC | 0 |
| CE | USACE | 31 |
| E1 | USAREUR* | 21 |
| FC | FORSCOM** | 17 |
| GB | ARMY NATIONAL GUARD | 3 |
| HR | RESERVE CMD | 11 |
| JA | JOINT ACTIVITIES | 5 |
| MA | MIL ACADEMY | 0 |
| MC | MEDCOM*** | 32 |
| MT | MTMC | 5 |
| MW | MDW | 1 |
| P1 | USARPAC | 2 |
| P8 | 8TH ARMY/KOREA | 1 |
| PC | MEPCOM | 3 |
| RC | USAREC | 3 |
| SC | SPACE & STRAT DEF CMD | 0 |
| SP | USASOC | 4 |
| SU | USARSO | 0 |
| TC | TRADOC | 10 |
| X1 | AMC | 25 |
| | HQDA**** | 12 |
| | ARMY WIDE | 187 |

* Includes command code J1 (NATO/SHAPE).

** Includes command code CZ (Information Systems Command) and FS (Signal Command).

*** Includes command codes HS (Health Services Command) and MD (Surgeon General).

**** Includes command codes CS (Office, Chief of Staff, Army), MP (PERSCOM), SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff), SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA).

4-13
Number of Formal Grievances
(Under Procedures Negotiated with Unions)

MACOM Breakout - FY03

| Cmd Code | MACOM | Negotiated Grievances |
|-----------------|-----------------------|------------------------------|
| AE | ACQ EXEC SPT AGCY | 2 |
| AS | INSCOM | 0 |
| AT | A TEC | 3 |
| AU | AAA | 2 |
| CB | CIDC | 0 |
| CE | USACE | 161 |
| E1 | USAREUR* | 0 |
| FC | FORSCOM** | 48 |
| GB | ARMY NATIONAL GUARD | 0 |
| HR | RESERVE CMD | 63 |
| JA | JOINT ACTIVITIES | 1 |
| MA | MIL ACADEMY | 7 |
| MC | MEDCOM*** | 189 |
| MT | MTMC | 14 |
| MW | MDW | 4 |
| P1 | USARPAC | 10 |
| P8 | 8TH ARMY/KOREA | 7 |
| PC | MEPCOM | 1 |
| RC | USAREC | 2 |
| SC | SPACE & STRAT DEF CMD | 3 |
| SP | USASOC | 4 |
| SU | USARSO | 0 |
| TC | TRADOC | 82 |
| X1 | AMC | 254 |
| | HQDA**** | 9 |
| | ARMY WIDE | 866 |

* Includes command code J1 (NATO/SHAPE).

** Includes command code CZ (Information Systems Command) and FS (Signal Command).

*** Includes command codes HS (Health Services Command) and MD (Surgeon General).

**** Includes command codes CS (Office, Chief of Staff, Army), MP (PERSCOM), SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff), SJ (Joint & DOD Activities), SS (Staff support Agencies of HQDA).

5-2

Work Force - Educational Level by PATCO

Number of Employees in Each Category Having Bachelor's Degree or Above by Fiscal Year

| Category | 92 | 93 | 94 | 95 | 96 | 97 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|-----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|
| ARMY | | | | | | | | | | | | | |
| Professional | | | | | | | | | | | | | |
| Degree | 47,483 | 45,491 | 44,388 | 43,537 | 42,321 | 40,735 | 40,735 | 39,180 | 38,026 | 37,719 | 37,917 | 39,060 | 39,465 |
| Non-Degree | 7,740 | 6,772 | 6,754 | 6,472 | 6,287 | 6,260 | 6,260 | 6,268 | 6,386 | 6,690 | 6,879 | 7,078 | 7,102 |
| Total Workforce | 55,223 | 52,263 | 51,142 | 50,009 | 48,608 | 46,995 | 46,995 | 45,448 | 44,412 | 44,409 | 44,796 | 46,138 | 46,567 |
| Administrative | | | | | | | | | | | | | |
| Degree | 26,629 | 25,839 | 25,167 | 25,037 | 24,573 | 23,534 | 23,534 | 23,101 | 22,560 | 22,650 | 22,477 | 22,968 | 23,284 |
| Non-Degree | 40,364 | 36,550 | 34,895 | 33,823 | 33,176 | 32,427 | 32,427 | 32,114 | 32,276 | 32,989 | 34,316 | 35,240 | 35,577 |
| Total Workforce | 66,993 | 62,389 | 60,062 | 58,860 | 57,749 | 55,961 | 55,961 | 55,215 | 54,836 | 55,639 | 56,793 | 58,208 | 58,861 |
| Technical | | | | | | | | | | | | | |
| Degree | 5,662 | 5,117 | 5,065 | 5,014 | 4,642 | 4,331 | 4,331 | 4,113 | 3,870 | 4,239 | 3,679 | 3,790 | 3,985 |
| Non-Degree | 46,440 | 40,138 | 39,113 | 38,372 | 36,985 | 35,092 | 35,092 | 33,857 | 32,623 | 31,599 | 31,622 | 32,125 | 30,764 |
| Total Workforce | 52,102 | 45,255 | 44,178 | 43,386 | 41,627 | 39,423 | 39,423 | 37,970 | 36,493 | 35,838 | 35,301 | 35,915 | 34,749 |
| Clerical | | | | | | | | | | | | | |
| Degree | 3,066 | 2,692 | 2,365 | 2,298 | 2,044 | 1,862 | 1,862 | 1,675 | 1,514 | 1,636 | 1,352 | 1,348 | 1,494 |
| Non-Degree | 46,380 | 39,173 | 35,619 | 33,199 | 29,852 | 26,825 | 26,825 | 23,918 | 21,843 | 19,973 | 18,655 | 17,961 | 17,409 |
| Total Workforce | 49,446 | 41,865 | 37,984 | 35,497 | 31,896 | 28,687 | 28,687 | 25,593 | 23,357 | 21,609 | 20,007 | 19,309 | 18,903 |
| Other | | | | | | | | | | | | | |
| Degree | 248 | 274 | 286 | 261 | 274 | 259 | 259 | 264 | 277 | 282 | 296 | 408 | 462 |
| Non-Degree | 7,000 | 6,417 | 5,986 | 5,143 | 5,113 | 4,995 | 4,995 | 4,780 | 4,756 | 4,772 | 5,123 | 6,196 | 6,737 |
| Total Workforce | 7,248 | 6,691 | 6,272 | 5,404 | 5,387 | 5,254 | 5,254 | 5,044 | 5,033 | 5,054 | 5,419 | 6,604 | 7,199 |
| DOD | | | | | | | | | | | | | |
| Professional | | | | | | | | | | | | | |
| Degree | 152,546 | 149,133 | 144,406 | 140,317 | 136,119 | 128,267 | 128,267 | 123,903 | 120,919 | 119,835 | 119,984 | 121,931 | NA |
| Non-Degree | 21,437 | 19,950 | 19,751 | 19,472 | 20,475 | 20,199 | 20,199 | 22,505 | 21,093 | 24,395 | 19,965 | 21,458 | NA |
| Total Workforce | 173,983 | 169,083 | 164,157 | 159,789 | 156,594 | 148,466 | 148,466 | 146,408 | 142,012 | 144,230 | 139,949 | 143,389 | NA |
| Administrative | | | | | | | | | | | | | |
| Degree | 73,801 | 72,889 | 72,461 | 71,648 | 70,971 | 68,575 | 68,575 | 67,321 | 65,710 | 65,910 | 65,967 | 67,002 | NA |
| Non-Degree | 120,532 | 113,466 | 109,990 | 106,362 | 104,817 | 102,501 | 102,501 | 101,546 | 100,934 | 102,275 | 105,028 | 107,162 | NA |
| Total Workforce | 194,333 | 186,355 | 182,451 | 178,010 | 175,788 | 171,076 | 171,076 | 168,867 | 166,644 | 168,185 | 170,995 | 174,164 | NA |
| Technical | | | | | | | | | | | | | |
| Degree | 15,340 | 15,067 | 14,877 | 14,657 | 13,964 | 13,201 | 13,201 | 12,357 | 11,676 | 11,804 | 11,127 | 11,018 | NA |
| Non-Degree | 133,743 | 127,562 | 124,378 | 120,400 | 115,658 | 108,890 | 108,890 | 103,807 | 99,182 | 94,936 | 93,058 | 91,912 | NA |
| Total Workforce | 149,083 | 142,629 | 139,255 | 135,057 | 129,622 | 122,091 | 122,091 | 116,164 | 110,858 | 106,740 | 104,185 | 102,930 | NA |
| Clerical | | | | | | | | | | | | | |
| Degree | 7,345 | 6,862 | 6,320 | 5,739 | 5,227 | 4,802 | 4,802 | 4,292 | 3,895 | 3,860 | 3,429 | 3,359 | NA |
| Non-Degree | 123,672 | 110,876 | 102,115 | 91,847 | 83,462 | 76,212 | 76,212 | 68,546 | 62,762 | 57,639 | 53,569 | 50,275 | NA |
| Total Workforce | 131,017 | 117,738 | 108,435 | 97,586 | 88,689 | 81,014 | 81,014 | 72,838 | 66,657 | 61,499 | 56,998 | 53,634 | NA |
| Other | | | | | | | | | | | | | |
| Degree | 703 | 757 | 775 | 751 | 762 | 700 | 700 | 726 | 717 | 771 | 824 | 946 | NA |
| Non-Degree | 20,401 | 20,187 | 19,049 | 16,611 | 15,919 | 15,086 | 15,086 | 14,965 | 14,818 | 14,801 | 15,511 | 16,638 | NA |
| Total Workforce | 21,104 | 20,944 | 19,824 | 17,362 | 16,681 | 15,786 | 15,786 | 15,691 | 15,535 | 15,572 | 16,335 | 17,584 | NA |

5-2 (Cont.)
Work Force - Educational Level by PATCO

| Category | 92 | 93 | 94 | 95 | 96 | 97 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|-----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----|
| FEDERAL GOV'T | | | | | | | | | | | | | |
| Professional | | | | | | | | | | | | | |
| Degree | 421,766 | 420,280 | 414,779 | 409,807 | 398,463 | 386,438 | 386,438 | 378,650 | 356,528 | 355,160 | 359,170 | 365,352 | NA |
| Non-Degree | 66,169 | 65,432 | 63,429 | 62,356 | 61,199 | 58,888 | 58,888 | 61,054 | 63,258 | 66,322 | 61,979 | 65,240 | NA |
| Total Workforce | 487,935 | 485,712 | 478,208 | 472,163 | 459,662 | 445,326 | 445,326 | 439,704 | 419,786 | 421,482 | 421,149 | 430,592 | NA |
| Administrative | | | | | | | | | | | | | |
| Degree | 268,161 | 266,105 | 263,228 | 258,994 | 256,887 | 254,929 | 254,929 | 257,497 | 256,290 | 260,433 | 267,243 | 276,199 | NA |
| Non-Degree | 285,806 | 282,634 | 279,820 | 274,821 | 272,656 | 268,992 | 268,992 | 273,898 | 283,444 | 289,079 | 298,161 | 311,396 | NA |
| Total Workforce | 553,967 | 548,739 | 543,048 | 533,815 | 529,543 | 523,921 | 523,921 | 531,395 | 539,734 | 549,512 | 565,404 | 587,595 | NA |
| Technical | | | | | | | | | | | | | |
| Degree | 58,225 | 55,836 | 55,311 | 52,974 | 51,715 | 51,176 | 51,176 | 50,442 | 46,636 | 46,530 | 45,999 | 46,795 | NA |
| Non-Degree | 358,888 | 348,170 | 338,774 | 323,226 | 314,529 | 305,526 | 305,526 | 299,082 | 298,296 | 293,393 | 300,040 | 329,838 | NA |
| Total Workforce | 417,113 | 404,006 | 394,085 | 376,200 | 366,244 | 356,702 | 356,702 | 349,524 | 344,932 | 339,923 | 346,039 | 376,633 | NA |
| Clerical | | | | | | | | | | | | | |
| Degree | 23,427 | 21,865 | 19,819 | 18,350 | 16,616 | 16,108 | 16,108 | 14,864 | 12,772 | 12,632 | 12,197 | 12,185 | NA |
| Non-Degree | 300,213 | 275,613 | 254,252 | 231,673 | 208,283 | 193,842 | 193,842 | 184,034 | 173,066 | 163,364 | 153,527 | 142,908 | NA |
| Total Workforce | 323,640 | 297,478 | 274,071 | 250,023 | 224,899 | 209,950 | 209,950 | 198,898 | 185,838 | 175,996 | 165,724 | 155,093 | NA |
| Other | | | | | | | | | | | | | |
| Degree | 5,528 | 5,878 | 6,004 | 6,183 | 6,513 | 6,491 | 6,491 | 7,087 | 7,247 | 7,971 | 8,343 | 8,190 | NA |
| Non-Degree | 45,421 | 45,206 | 42,900 | 40,120 | 39,988 | 39,561 | 39,561 | 40,502 | 40,862 | 42,249 | 45,103 | 46,936 | NA |
| Total Workforce | 50,949 | 51,084 | 48,904 | 46,303 | 46,501 | 46,052 | 46,052 | 47,589 | 48,109 | 50,220 | 53,446 | 55,126 | NA |

Army data include US-citizen appropriated fund employees (military and civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force, and Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army and Air Force National Guard (Title 32) are excluded.

Government-wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that the Government-wide data will be heavily influenced by inclusion of DOD data; DOD data will be influenced by inclusion of Army data.

5-3
Awards - Rate per 1000 Employees

Number of Awards in Each Category by Fiscal Year

| Category | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|---------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|
| Army | | | | | | | | | | | | |
| Monetary | 161,182 | 203,054 | 164,138 | 171,254 | 188,755 | 173,600 | 177,811 | 172,783 | 176,517 | 170,934 | 175,961 | 181,401 |
| Time Off | 0 | 7,437 | 25,556 | 29,767 | 35,889 | 36,525 | 33,860 | 35,202 | 38,585 | 35,970 | 42,599 | 35,039 |
| Total Awards | 161,182 | 210,491 | 189,694 | 201,021 | 224,644 | 210,125 | 211,671 | 207,985 | 215,102 | 206,904 | 218,560 | 216,440 |
| Size of the Workforce | 289,473 | 260,292 | 247,871 | 239,741 | 228,456 | 217,263 | 207,651 | 200,835 | 197,154 | 196,537 | 198,972 | 198,207 |
| DOD | | | | | | | | | | | | |
| Monetary | 597,463 | 660,929 | 592,854 | 617,060 | 610,341 | 587,899 | 584,743 | 567,335 | 549,435 | 503,884 | 539,117 | NA |
| Time Off | 2 | 32,599 | 134,254 | 207,434 | 217,699 | 138,083 | 123,909 | 114,377 | 135,631 | 124,099 | 145,534 | NA |
| Total Awards | 597,465 | 693,528 | 727,108 | 824,494 | 828,040 | 725,982 | 708,652 | 681,712 | 685,066 | 627,983 | 684,651 | NA |
| Size of the Workforce | 907,444 | 850,466 | 812,691 | 767,327 | 732,687 | 691,201 | 663,387 | 637,974 | 624,757 | 612,923 | 613,520 | NA |
| Federal Government | | | | | | | | | | | | |
| Monetary | 1,277,864 | 1,416,187 | 1,320,022 | 1,404,666 | 1,236,390 | 1,267,623 | 1,355,444 | 1,355,171 | 1,418,996 | 1,375,692 | 1,413,716 | NA |
| Time Off | 854 | 40,144 | 173,211 | 267,257 | 313,751 | 252,866 | 234,591 | 252,395 | 293,480 | 286,508 | 332,352 | NA |
| Total Awards | 1,278,718 | 1,456,331 | 1,493,233 | 1,671,923 | 1,550,141 | 1,520,489 | 1,590,035 | 1,607,566 | 1,712,476 | 1,662,200 | 1,746,068 | NA |
| Size of the Workforce | 2,191,546 | 2,123,116 | 2,050,172 | 1,967,751 | 1,897,067 | 1,836,052 | 1,810,341 | 1,772,333 | 1,762,559 | 1,772,533 | 1,819,107 | NA |

Army data include all US-citizen appropriated fund employees (military and civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force and Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army and Air Force National Guard (Title 32) are excluded.

Government-wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that because of their sizes, DOD data will heavily influence the Government-wide data just as Army data will influence the DOD data.

OPM recently changed the way it defines the Nature of Action (NOA) codes for awards. The NOA codes used prior to FY01 are: Monetary: 873, 874, 875, 876, 877, 878, 879, 885, 889, 891, 892; Time-off: 872. For FY01 and later, monetary award codes are 840, 841, 842, 843, 844, 845, 848, 871, 878, 879, and 892; time-off award codes are 846 and 847.

5-3 (Cont.)
Awards - Rate per 1000 Employees

MACOM Breakout of Number of Awards - FY03

| Cmd Code | MACOM | Monetary Awards | Time-Off Awards |
|------------------|-----------------------|------------------------|------------------------|
| AE | ACQ EXEC SPT AGCY | 4,440 | 144 |
| AS | INSCOM | 1,124 | 303 |
| AT | ATEC | 4,252 | 245 |
| AU | AAA | 399 | 48 |
| BA | IMA | 664 | 49 |
| CB | CIDC | 353 | 178 |
| CE | USACE | 47,436 | 1,229 |
| E1 | USAREUR * | 4,657 | 538 |
| FC | FORSCOM | 11,677 | 3,201 |
| G6 | SIGNAL CMD ** | 2,128 | 491 |
| HR | RESERVE CMD | 3,385 | 2,148 |
| JA | JOINT | 1,271 | 811 |
| MA | MIL ACADEMY | 1,573 | 676 |
| MC | MEDCOM *** | 15,881 | 8,813 |
| MT | MTMC | 1,513 | 346 |
| MW | MDW | 2,050 | 589 |
| P1 | USARPAC | 2,048 | 556 |
| P8 | 8TH ARMY/KOREA | 770 | 81 |
| SC | SPACE & STRAT DEF CMD | 1,487 | 150 |
| SP | USASOC | 988 | 1,265 |
| SU | USARSO | 497 | 37 |
| TC | TRADOC **** | 14,069 | 7,131 |
| X1 | AMC | 48,712 | 3,859 |
| | HQDA ***** | 10,027 | 2,151 |
| ARMY WIDE | | 181,401 | 35,039 |

* Includes command code J1 (NATO/SHAPE).

** Includes command codes CZ (Information Systems Command) and FS (Signal Command).

*** Includes command codes HS (Health Services Command) and MD (Surgeon General).

**** Includes command codes PC (MEPCOM), RC (USAREC)

***** Includes command codes CS (Office, Chief of Staff, Army), MP (PERSCOM), NG & GB (Guard), SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff), SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA).

Disciplinary/Adverse Actions
Number of Actions in Each Category by Fiscal Year

| Category | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|
| Army | | | | | | | | | | | |
| Suspensions | 755 | 652 | 693 | 789 | 871 | 845 | 812 | 802 | 753 | 717 | 1,109 |
| Removals for Cause | 901 | 770 | 446 | 455 | 468 | 372 | 531 | 594 | 502 | 422 | 726 |
| Resignations While Adverse Action Pending | 56 | 55 | 47 | 54 | 51 | 40 | 43 | 50 | 38 | 36 | 63 |
| Change to a Lower Grade | 10 | 13 | 8 | 21 | 4 | 4 | 8 | 17 | 16 | 6 | 21 |
| Total Disc/Adverse Actions | 1,722 | 1,490 | 1,194 | 1,319 | 1,394 | 1,261 | 1,394 | 1,463 | 1,309 | 1,181 | 1,919 |
| Size of the Workforce | 260,292 | 247,871 | 239,741 | 228,456 | 217,263 | 207,651 | 200,835 | 198,334 | 196,537 | 199,889 | 198,207 |
| DOD | | | | | | | | | | | |
| Suspensions | 2,981 | 2,721 | 3,215 | 3,456 | 3,450 | 3,102 | 2,920 | 3,010 | 2,778 | 3,093 | NA |
| Removals for Cause | 3,532 | 2,912 | 1,827 | 1,936 | 1,664 | 1,600 | 2,265 | 2,072 | 1,857 | 2,048 | NA |
| Resignations While Adverse Action Pending | 202 | 223 | 222 | 206 | 170 | 164 | 113 | 115 | 117 | 98 | NA |
| Change to a Lower Grade | 52 | 50 | 36 | 54 | 29 | 42 | 31 | 37 | 36 | 31 | NA |
| Total Disc/Adverse Actions | 6,767 | 5,906 | 5,300 | 5,652 | 5,313 | 4,908 | 5,329 | 5,234 | 4,788 | 5,270 | NA |
| Size of the Workforce | 850,466 | 812,691 | 767,327 | 732,687 | 691,201 | 663,387 | 637,974 | 624,757 | 612,923 | 613,520 | NA |
| Federal Government | | | | | | | | | | | |
| Suspensions | 7,288 | 7,660 | 8,737 | 8,888 | 9,027 | 8,402 | 7,343 | 8,318 | 8,070 | 9,113 | NA |
| Removals for Cause | 9,136 | 8,335 | 5,582 | 5,957 | 5,511 | 5,259 | 8,124 | 8,403 | 8,278 | 9,118 | NA |
| Resignations While Adverse Action Pending | 526 | 520 | 521 | 451 | 385 | 412 | 355 | 348 | 369 | 363 | NA |
| Change to a Lower Grade | 172 | 157 | 129 | 139 | 101 | 92 | 90 | 88 | 78 | 88 | NA |
| Total Disc/Adverse Actions | 17,122 | 16,672 | 14,969 | 15,435 | 15,024 | 14,165 | 15,912 | 17,157 | 16,795 | 18,682 | NA |
| Size of the Workforce | 2,123,116 | 2,050,172 | 1,967,751 | 1,897,067 | 1,836,052 | 1,810,341 | 1,772,333 | 1,762,559 | 1,772,533 | 1,819,107 | NA |

Army data include US-citizen appropriated fund employees (military & civil function). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force, & Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army & Air Force National Guard (Title 32) are excluded.

Government-wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that because of their sizes, DOD data will heavily influence the Government-wide data just as Army data will influence the DOD data.

**5-4 (Cont.)
Disciplinary/Adverse Actions**

Number of Actions in Each Category by Fiscal Year

The Nature of Action (NOA) and Legal Authority Codes (LACs) used are shown below. Note that these are the current LACs. The collection of historical data required the use of a few different LACs.

Suspensions:

NOA: 450 LAC: VAA, VAB, V4J & ZEM, VAV & ZEM, VAC, VWJ, VAD & USP, VAE & USR, USP, USR

NOA: 452 LAC: VAJ, VHJ, USM

Removals for Cause:

NOA: 330 LAC: RYM, V5J, V6J, V7J, V8J, V4J & ZEM, VAJ, VHJ, UPM, UQM, LUM;

NOA: 356 LAC: QGM, QHM, VWP, VWR, U2M, LUM, VAJ

NOA: 385 LAC: L2M, L4M, L5M, L6M, L8M, V2M, VYM, VUM, LXM

NOA: 386 LAC: ZLK, ZLM, ZLJ, ZLL

Resignations While Adverse Action Pending:

NOA: 312 LAC: R5M, R7M, R8M, R9M, RUM

NOA: 317 LAC: R5M, RQM, RRM, RSM

Change to Lower Grade:

NOA: 713 LAC: QGM, QHM, VWP, L9M, VWR, U2M, U2M & N2M

Denial of within-grade increase (NOA 888, LAC Q5M, Q5M & VLJ) is not included because of concern about data accuracy.

5-4 (Cont.) Disciplinary/Adverse Actions

Number of Actions in Each Category MACOM Data for FY03

| Cmd Code | MACOM | Suspension | Removal for Cause | Resignation While Adv. Act. Pending | Change to Lower Grade | Total Disc./ Adverse Actions |
|------------------|-------------------|--------------|-------------------|-------------------------------------|-----------------------|------------------------------|
| AE | ACQ EXEC SPT AGCY | 2 | 7 | 0 | 1 | 10 |
| AS | INSCOM | 0 | 7 | 0 | 0 | 7 |
| AT | ATEC | 34 | 4 | 1 | 1 | 40 |
| BA | IMA | 4 | 0 | 0 | 0 | 4 |
| CB | CIDC | 4 | 1 | 0 | 0 | 5 |
| CE | USACE | 187 | 69 | 7 | 9 | 272 |
| E1 | USAREUR | 21 | 20 | 1 | 0 | 42 |
| FC | FORSCOM | 56 | 33 | 1 | 1 | 91 |
| G6 | SIGNAL CMD * | 9 | 3 | 3 | 0 | 15 |
| GB | NGB (Title 5) | 1 | 0 | 0 | 0 | 1 |
| HR | RESERVE CMD | 82 | 70 | 1 | 1 | 154 |
| JA | JOINT ** | 0 | 1 | 0 | 0 | 1 |
| MA | MIL ACADEMY | 19 | 36 | 5 | 0 | 60 |
| MC | MEDCOM*** | 242 | 180 | 16 | 4 | 442 |
| MT | MTMC | 12 | 7 | 0 | 0 | 19 |
| MW | MDW | 26 | 10 | 1 | 0 | 37 |
| P1 | USARPAC | 25 | 12 | 3 | 0 | 40 |
| P8 | 8TH ARMY/KOREA | 0 | 5 | 1 | 0 | 6 |
| SC | SPACE & STRAT DEF | 0 | 1 | 0 | 0 | 1 |
| SF | | 3 | 1 | 0 | 0 | 4 |
| SP | USASOC | 11 | 0 | 1 | 0 | 12 |
| SU | USARSO | 8 | 5 | 0 | 0 | 13 |
| TC | TRADOC **** | 89 | 84 | 9 | 1 | 183 |
| X1 | AMC | 236 | 143 | 8 | 3 | 390 |
| | HQDA***** | 38 | 27 | 5 | 0 | 70 |
| ARMY WIDE | | 1,109 | 726 | 63 | 21 | 1,919 |

* Includes command code CZ (Information Systems Command) and FS (US Army Signal Command).

** Commands with Joint resource allocations include part of codes J1 (NATO/SHAPE) and JA (Joint Activities).

*** Includes command codes HS (Health Services Command) MC (Medical Cmd), MD (Surgeon General).

**** Includes RC (Recruiting Cmd) and PC (MEPCOM)

***** Includes command codes CS (Office, Chief of Staff, Army), BA (IMA)partial, (PERSCOM),

SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff),

**5-5
Disciplinary/Adverse Actions**

By Fiscal Year

| Category | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Minority | 688 | 607 | 624 | 584 | 525 | 525 | 506 | 510 | 522 |
| Non-Minority | 860 | 905 | 935 | 710 | 706 | 727 | 733 | 772 | 806 |
| Size of the Workforce | 239,741 | 228,456 | 217,263 | 207,651 | 200,835 | 197,154 | 195,507 | 198,972 | 198,207 |
| Minority Rate/1000 | 2.87 | 2.66 | 2.87 | 2.81 | 2.61 | 2.66 | 2.59 | 2.56 | 2.63 |
| Non-Minority Rate/1000 | 3.59 | 3.96 | 4.30 | 3.42 | 3.52 | 3.69 | 3.75 | 3.88 | 4.07 |

The Nature of Action (NOA) codes used to define disciplinary actions are as follows:

- NOA 330, Removals
- NOA 385, Probationary Period Terminations
- NOA 450, Suspensions

6-1
RNO Breakout of Workforce

Number of Employees in Each Category by Fiscal Year

| Category | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| Army | | | | | | | | | | | | |
| Black | 45,401 | 41,118 | 39,180 | 38,497 | 37,078 | 35,088 | 33,477 | 32,416 | 32,355 | 31,821 | 32,566 | 31,960 |
| Hispanic | 15,066 | 13,557 | 13,210 | 13,057 | 13,032 | 12,501 | 12,185 | 12,051 | 12,152 | 12,376 | 12,703 | 12,975 |
| Asian/Pacific | 6,791 | 6,222 | 6,008 | 6,118 | 5,979 | 5,897 | 5,751 | 5,703 | 5,769 | 5,906 | 6,236 | 6,417 |
| Native American | 3,031 | 2,762 | 2,723 | 2,753 | 2,632 | 2,472 | 2,359 | 2,333 | 2,332 | 2,250 | 2,264 | 2,214 |
| White | 216,407 | 193,904 | 184,128 | 176,570 | 166,887 | 158,350 | 150,955 | 145,260 | 142,741 | 141,713 | 143,711 | 141,671 |
| Total Workforce | 286,696 | 257,563 | 245,249 | 236,995 | 225,608 | 214,308 | 204,727 | 197,763 | 195,349 | 194,066 | 197,480 | 195,237 |
| DOD | | | | | | | | | | | | |
| Black | 136,598 | 129,295 | 123,093 | 115,271 | 109,406 | 102,182 | 97,720 | 94,119 | 92,852 | 90,857 | 90,726 | NA |
| Hispanic | 51,229 | 48,338 | 47,074 | 45,561 | 44,655 | 43,143 | 41,119 | 38,789 | 37,297 | 36,403 | 36,535 | NA |
| Asian/Pacific | 32,607 | 32,231 | 31,317 | 30,089 | 29,074 | 27,753 | 26,778 | 26,267 | 25,559 | 25,771 | 26,775 | NA |
| Native American | 8,360 | 7,826 | 7,645 | 7,327 | 7,056 | 6,672 | 6,390 | 6,241 | 6,157 | 5,995 | 5,991 | NA |
| White | 666,624 | 621,052 | 591,785 | 557,317 | 531,137 | 500,079 | 479,964 | 460,692 | 451,542 | 442,873 | 442,043 | NA |
| Total Workforce | 895,418 | 838,742 | 800,914 | 755,565 | 721,328 | 679,829 | 651,971 | 626,108 | 613,407 | 601,899 | 602,070 | NA |
| Federal Gov't | | | | | | | | | | | | |
| Black | 364,980 | 354,811 | 343,141 | 330,374 | 316,375 | 305,717 | 302,819 | 300,756 | 301,049 | 302,187 | 308,301 | NA |
| Hispanic | 120,962 | 118,396 | 117,037 | 116,327 | 115,869 | 114,884 | 115,675 | 114,859 | 115,483 | 118,716 | 125,035 | NA |
| Asian/Pacific | 67,730 | 68,891 | 69,118 | 69,115 | 68,384 | 67,793 | 67,973 | 65,617 | 66,244 | 69,060 | 73,200 | NA |
| Native American | 42,450 | 42,341 | 41,130 | 39,742 | 38,033 | 37,822 | 37,592 | 37,620 | 37,967 | 38,712 | 39,742 | NA |
| White | 1,579,435 | 1,520,494 | 1,464,548 | 1,397,023 | 1,343,494 | 1,294,953 | 1,271,308 | 1,238,035 | 1,226,815 | 1,229,108 | 1,257,348 | NA |
| Total Workforce | 2,175,557 | 2,104,933 | 2,034,974 | 1,952,581 | 1,882,155 | 1,821,169 | 1,795,367 | 1,756,887 | 1,747,558 | 1,757,783 | 1,803,626 | NA |

RNO categories other than those displayed (i.e., codes specific to Hawaii and Puerto Rico) and missing data result in the workforce totals for this indicator being slightly lower than the workforce totals for other indicators.

Army data include US-citizen appropriated fund employees (military & civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force, & Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army & Air Force National Guard (Title 32) are excluded.

Government-Wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that the Government-Wide data will be heavily influenced by inclusion of DOD data; DOD data will be influenced by inclusion of Army data.

Note that the data shown represent RNO codes A - E only. The inclusion of codes F - Y would change the percentages slightly.

**6-2
Gender Breakout of Workforce**

Number of Employees in Each Category by Fiscal Year

| Category | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| Army | | | | | | | | | | | | |
| Female | 120,328 | 105,796 | 100,447 | 96,624 | 91,680 | 86,861 | 82,551 | 79,710 | 78,486 | 77,888 | 79,047 | 78,528 |
| Male | 169,145 | 154,498 | 147,424 | 143,116 | 136,776 | 130,402 | 125,100 | 121,125 | 119,848 | 118,640 | 120,827 | 119,673 |
| Total Workforce | 289,473 | 260,294 | 247,871 | 239,740 | 228,456 | 217,263 | 207,651 | 200,835 | 198,334 | 196,528 | 199,874 | 198,201 |
| DOD | | | | | | | | | | | | |
| Female | 347,963 | 327,741 | 314,534 | 297,846 | 285,846 | 271,600 | 261,223 | 251,235 | 247,778 | 239,900 | 238,618 | NA |
| Male | 559,479 | 522,725 | 498,157 | 469,480 | 446,841 | 419,589 | 402,142 | 386,711 | 376,965 | 372,995 | 374,854 | NA |
| Total Workforce | 907,442 | 850,466 | 812,691 | 767,326 | 732,687 | 691,189 | 663,365 | 637,946 | 624,743 | 612,895 | 613,472 | NA |
| Federal Gov't | | | | | | | | | | | | |
| Female | 951,699 | 925,138 | 898,697 | 867,928 | 834,739 | 811,044 | 803,766 | 793,095 | 793,288 | 797,368 | 811,210 | NA |
| Male | 1,239,694 | 1,194,698 | 1,151,199 | 1,099,820 | 1,062,327 | 1,024,995 | 1,006,549 | 979,209 | 969,255 | 975,134 | 1,007,829 | NA |
| Total Workforce | 2,191,393 | 2,119,836 | 2,049,896 | 1,967,748 | 1,897,066 | 1,836,039 | 1,810,315 | 1,772,304 | 1,762,543 | 1,772,502 | 1,819,039 | NA |

Army data include US-citizen appropriated fund employees (military & civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force, & Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army & Air Force National Guard (Title 32) are excluded.

Government-Wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that the Government-Wide data will be heavily influenced by inclusion of DOD data; DOD data will be influenced by inclusion of Army data.

6-3

Representation of Individuals with Disabilities

Number of Employees in Each Category by Fiscal Year

| Category | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 |
|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|
| Army | | | | | | | | | | | | |
| Disability | 23,465 | 20,709 | 19,393 | 18,481 | 17,281 | 16,273 | 15,519 | 14,880 | 14,738 | 14,283 | 14,892 | 14,563 |
| No Disability | 266,008 | 239,585 | 228,478 | 221,260 | 211,175 | 200,990 | 192,132 | 185,955 | 183,596 | 182,254 | 184,997 | 183,644 |
| Total Workforce | 289,473 | 260,294 | 247,871 | 239,741 | 228,456 | 217,263 | 207,651 | 200,835 | 198,334 | 196,537 | 199,889 | 198,207 |
| DOD | | | | | | | | | | | | |
| Disability | 80,655 | 74,972 | 70,830 | 65,267 | 61,053 | 56,627 | 53,168 | 50,284 | 48,107 | 46,542 | 47,355 | NA |
| No Disability | 826,789 | 775,494 | 741,861 | 702,060 | 671,634 | 634,574 | 610,219 | 587,690 | 576,650 | 566,381 | 566,165 | NA |
| Total Workforce | 907,444 | 850,466 | 812,691 | 767,327 | 732,687 | 691,201 | 663,387 | 637,974 | 624,757 | 612,923 | 613,520 | NA |
| Federal Gov't | | | | | | | | | | | | |
| Disability | 153,864 | 151,444 | 145,397 | 139,861 | 132,609 | 127,320 | 124,384 | 122,515 | 120,864 | 121,002 | 123,583 | NA |
| No Disability | 2,037,682 | 1,968,672 | 1,904,775 | 1,827,890 | 1,764,458 | 1,708,732 | 1,685,957 | 1,649,818 | 1,641,695 | 1,651,531 | 1,695,524 | NA |
| Total Workforce | 2,191,546 | 2,120,116 | 2,050,172 | 1,967,751 | 1,897,067 | 1,836,052 | 1,810,341 | 1,772,333 | 1,762,559 | 1,772,533 | 1,819,107 | NA |

Army data include US-citizen appropriated fund employees (military and civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force, and Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army and Air Force National Guard (Title 32) are excluded.

Government-wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that the Government-wide data will be heavily influenced by inclusion of DOD data; DOD data will be influenced by inclusion of Army data.

Disability is defined as Handicap Codes 06 through 94.